

Chapter One

Introduction

1.1 Background to the Study

Retention of employee in an organization is an important factor that human resource management needs to play close attention to. This is essential as an employee long standing in an organization present a lot of benefits to the organization. This is in terms of properly well laid down retention strategies is been adopted and implemented. Employee retention is one of the best strategic opportunity for many organizations to maintain a competitive workforce.

The food and beverages industry plays a pivotal role in the global economy and its contributions to the Gross Domestic Product (GDP) have been acknowledged globally by researchers, economists, scholars and practitioners¹. United Nations Environmental Programme UNEP employs over a 3.7million people across the globe, additionally, the sector is the strong economic pillar of both advanced countries and emerging economies². Food and beverages companies has transformed many developed countries such as the United States, the United Kingdom, Japan, Germany, and France, amongst many others into rich nations and currently transforming China into the world's growing economy³. Likewise, this sector is the engine of economic growth and sustainable development in developing countries⁴. This shows that the foods and beverages industry is a facilitator of constant changes, which can produce rapid structural changes, promote growth and development, and reduce poverty cum the level of unemployment.

In Nigeria, the sector has been recognized as a major employer of labour and its contribution to the Gross Domestic Product (GDP) is enormous⁵.

Paradoxically, this sector is associated with many serious environmental problems, such as land reclamation and degradation. use of unsafe chemicals; Acidic drainage from mining sites; Loss of biodiversity; Intensive water consumption; Pollution with poorly disposed waste. Dirt and air pollution. These effects rarely occur alone, and even their cumulative and cross-border effects can have serious impacts on landscapes and habitats as a whole². Many scholars suggested that environmental problems are the main concern throughout the globe. The authors argue that most environmental troubles arise when the productive activities of firms' outcomes in negative form for the environment and in the long run cause damages to employees, which also impacts the society⁷. In line with this, UNEP's report also confirms that over 70 percent of the manufacturing companies across the globe dealing with water stress. The report, reveals that in Mongolia, more than 852 rivers and over 1,000 lakes have dried up because of manufacturing operations at headwaters. Also, over 100, 000 cubic meters of cyanide-contaminated water escaped from the gold mine reservoir into the river, killing up to 80% of aquatic existence in some areas of Romania². In Nigeria, all parts of the country had been threatened with the aid of contaminated ingesting water and cancer-causing agents ⁶.

Based on these unpleasant scenes, the food and beverage industry has experienced high labour turnover rate around the world. Obviously, the official Bureau of Statistics shows that the labour turnover rate for the food and beverage industry was 67% for the period 2015-2017, but industry estimates are very high, reaching 90%, and the problem now is even more⁷. In the same vein, recent studies show that the food and beverage industry loosing over 60% of employees on yearly basis due to environmental issues⁸. Subsequently, it was also observed that the labour turnover level of the food and beverage industry was 72% which is higher than other sectors. For example, in 2015, the education sector accounted for 14.8% and the banking sector was 19.1%. Human resources are an

important asset of any organization⁹. Therefore, a higher rate of turnover of skilled manpower in an organization will create a vacuum that will take time to fill at an additional cost. Armstrong observes that if the administration failed to address the issue of high labour turnover, it would greatly affect the performance of the organization. This unpleasant scenario has forced scholars, practitioners, researchers and industrialists to develop environmentally friendly strategies that will enable organizations to enhance their organizational environmental performance and retain their workforce. Among these strategies is green human resource management practices ¹⁰.

Green HRM is multifaceted green management in which human resource management is incorporated into environmental management. Green HRM has been identified as a management tool that affects environmentally friendly conduct and employee retention¹¹. A growing body of research suggests that environmental human resource management practices can improve an organization's environmental performance and support employee work behavior by minimizing the carbon footprint through green HR planning, green remote staffing, green recruitment and selection, green career development, green performance evaluation, green reward systems, and engagement in sustainability¹². GRHM practices create environmental recognition in personnel with the intention of converting their behavior to fit environmental attitudes at work and in their personal lifestyles. With the same understanding, it was argue that aligning HRM practices with environmental objectives is the ideal device for environmentally sound conduct and worker's retention¹³. This is confirmed by way of accountable environmental conduct of personnel which is inspired by green HRM practices that lead to better employee engagement and retention, which then translates to more efficiency. It was also supported that responsible environmental behaviors of employees are stimulated by green HRM practices, which will lead to better employee engagement and retention that then

metamorphose into greater efficiencies. In line with this assertion, the British Carbon Trust survey reveals that employees prefer working with an organization that integrates HRM practices into environmental performance with the aim to reduce carbon emissions. According to another study by the UK Chartered Institute of Personnel and Development, companies that take a strong green approach will attract potential employees and retain the best talented workforce¹⁴. A study also confirms that when employees develop green knowledge through green recruiting and selection attract high-quality staff which is a key HR challenge in the “war for talent” in their study on turnover and retention of employees argue that the most important benefit dimensions of HR and sustainability are Green recruitment and selection. Green training educate employees about the value of EM, and working methods to preserve energy, reduce waste, create environmental awareness within the organization, and provide opportunity to employees in solving environmental problems. Incentives and rewards motivate employees performance to the maximum level at work and motivate them to exert maximum effort on their job to achieve organizational goals. Another study, believes that for an organization to retain its employees, effort should be made to boost the employees’ ability, motivation and opportunities should be given to them to participate in decision making¹⁵.

In addition, social exchange theory effectively implements green HRM practices such as green recruitment and selection, green training, green monetary rewards, green performance assessment, green ethics management, green employee socialization, and green employee participation, will reduce turnover intention among the employees¹⁶. Therefore, environmentally friendly HRM practices, empirically and theoretically, lead to reduced employee turnover in the organization. Therefore, it is important to investigate how the practice of Green HRM affects employees retention of selected food and beverage companies in Southwestern Nigeria.

1.2 Statement of the Problem

Globally, it was observed that there is high rate of labour turnover in the foods and beverages industry due to the environmental hazard and this has been a primary concern to management and stakeholders throughout the globe. This is attributed to the operational activities of the food and beverages industry in the developing nations which have bedeviled the environment in the form of air pollution, water pollution, greenhouse gasoline emissions, biodiversity loss, and employees' hazard, which has resulted in over 67% turnover rate for the period 2015-2017, and the problem now even more¹⁷. Stakeholders also lamented that the labour turnover level of the food and beverage industry is higher than other sectors, due to the infancy level of green HRM practices adoption in the sector¹⁸. Recent studies attest that the food and beverage industry losing over 60% of employees on yearly basis due to indifferent attitudes toward the implementation of green HRM practices which resulted in environmental issues⁸. In the same vein, it was argued that the unserious attitudes of many organizations towards the green environment, makes their performance below expectation³⁶. Additionally, study also confirms that due to non-implementation of green HRM practices which are the integration of environmental functions into HR such as green recruitment and selection, green training and development, green performance appraisal, green reward systems, and green employee socialization, green ethics management, and green involvement, the industry has prompted several and extreme environmental damage to society through pollution, and the likes²⁰. In addition, the activities of the sector have affected the socio-culture and economic framework of local and indigenous communities negatively. In line with assertion, it was discovered that most of the food and beverages industry find it

extremely difficult to meet stakeholder's expectations in terms of financial performance, environmental performance, and social equity due to high labour turnover¹. This implies human resources are the life wire of any organization, therefore, their retention is the major determinant of organizational performance. Thus, it is high time for the organizations to develop their employees through green selection and recruiting, green training and development, motivate employees through green appraisal and green rewards and stimulate employee participation through green employee empowerment strategies.

A plethora of studies have been performed on the linkage of green human resource management practices and employee retention and environmental performance in developed and emerging economies such as the United States of America (USA), the United Kingdom (UK), Australia, Western Europe, Malaysia, Bangladesh, Portugal, India, China, Lebanon, Egypt and Palestine^{37,38, 39, 40,41,42,43, 44}. However, there is a paucity of studies that examined the effect of green HRM practices on employee retention in the context of Nigeria's food and beverage companies. This study, therefore, warrants details to address this contemporary gap in the literature and to grant pointers on how employee retention could be achieved in the food and beverages companies through green HRM practices.

1.3 Aim and Objectives of the Study

The aim of this study is to examine the effect of Green Human Resources Practices on the Employees' Retention in selected food and beverages companies in Southwest Nigeria.

The specific objectives are to:

- i. assess the level of awareness of Green HRM practices among the staff of the selected food and beverages companies in Southwest Nigeria

- ii. examine the extent to which Green recruitment and selection influence employee retention in the selected food and beverages companies in Southwest, Nigeria
- iii. examine the extent to which Green employee socialization influence employee retention in the selected food and beverages companies in Southwest Nigeria
- iv. evaluate the extent to which Green ethical management influence employee retention in selected food and beverages companies in Southwest Nigeria
- v. assess the extent to which a Green reward system influence employee retention in the selected food and beverages companies in Southwest Nigeria
- vi. examine the extent to which Green health and safety management affects employee retention in the selected food and beverages companies in Southwest Nigeria
- vii. examine the extent to which Green remote staffing influences employee retention in the selected food and beverages companies in Southwest Nigeria

1.4 Research Questions

- i. What is the level of awareness of Green HRM practices among the staff of the selected food and beverages companies in Southwest Nigeria
- ii. To what extent do Green recruitment and selection influence employee retention?
- iii. To what extent do Green employee socialization influence employee retention?
- iv. To what extent do Green ethical management influence employee retention?
- v. To what extent do Green reward system influence employee retention?
- vi. To what extent do Green health and safety management affects employee retention?

vii To what extent does Green remote staffing influence employee retention?

vii To what extent do Green remote staffing influence employee retention?

The following hypotheses were expressed in null form for the study;

H₀₁: Green human resource have no significant effect on career development opportunity among employees in the selected food and beverages companies in Southwest, Nigeria

H₀₂: Green human resource practices have no significant effect on employee job satisfaction in selected food and beverages companies in southwest Nigeria.

H₀₃: Green human resource practice have no significant effect on employee retention in selected food and beverages companies southwest Nigetia.

1.6 Significance of the Study

The study provides information on the relationship between Green HRM practices and employee retention within the food and beverage industry. The result emanating from this study would be significant and of benefit to different stakeholders which include public service workers, government, and experts in the field of HRM management, food and beverages industry in Nigeria.

The study would open the eyes of industrialists, environmentalists, shareholders, management, employees, and other stakeholders to the importance of green human resource management practices as drivers of an employee retention strategy. This result would give insight to policymakers in Nigeria on how to harvest the Vision 2030 of Sustainable Development Goals (SGD).

The study would contribute to the field of human resource management and other related specializations. The outcome of the study would shed more light on the impact that green human resource practices played on employee retention. Professionals in these areas of

specialization and other experts would be equipped with adequate information and knowledge which would enhance employee retention in the food and beverages companies.

The study identify the gap in literature; the conceptual framework would contribute to measures green human resource and employee retention which would eventually constitute explicit knowledge resources in the archive of green HRM practices and employee retention strategy. The recommendations of this research would serve as an environmentally friendly strategy that eliminates turnover intention among the employees, accelerates career growth and employee job satisfaction which promotes industrial resilience.

1.7 Scope of the Study

This study investigates the influence of green human resource management practices on employee retention in selected food and beverages companies. The content scope of this study is limited to green human resource management practices and employee retention. Green human resource management practices the independent variable and comprised six variables such as green recruitment and selection, green employee socialization, green ethics management, green reward system, green health and safety management, and green remote staffing, while employee retention is the dependent variable which comprised two variables such as career development opportunity and employee job satisfaction. The geographical scope was limited to the food and beverage firms located in Southwest Nigeria. The choice of the food and beverage industry is based on the fact that they represent part of the pillar for sustainable development in any economy, and in Nigeria, it is the largest contributor in the manufacturing sector for the period of 2017- 2020.

1.8 Limitations of the Study

Due to the regulatory precautions associated with Covid-19, getting the employee's attention to respond to the research questionnaires was a major challenge as most companies deprived the researcher of access to the lining of different companies. The researcher faced some challenges in the course of this research work. Some of the problems include the irrational attitude of some staff members, who kept the questionnaires given to them earlier and had to fill them out when we went to pick them up.

The researcher faced difficulty in accessing the employees of some of these companies in filling the questionnaire. Probably, due to their busy schedule. However, through persuasion, constant calling and visit, the researcher was able to retrieve three hundred and twenty-three (323) copies of the questionnaires out of three hundred and forty-seven (347) copies of the questionnaire were administered to the respondents, giving a retrieval rate of 93%.

1.9 Operationalization of the Research Variables

This research examined the influence of green human resource management practices on employee retention. The independent variable is green HRM practices which was measured by green recruitment and selection, green employee socialization, green ethics management, green reward system, green health and safety management, and green remote staffing. The dependent variable is an employee retention.

$$Y = f(X)$$

Y is the dependent variable – Employee Retention

Y_1 = Career development

Y_2 = Employee Job Satisfaction

X is the independent variable – Green HRM practices

$X = [x_1, x_2, x_3, x_4, x_5, x_6]$

$Y = \text{Employee Retention}$

$x_1 = \text{Green recruitment and selection}$

$x_2 = \text{Green employee socialization}$

$x_3 = \text{Green ethics management}$

$x_4 = \text{Green reward system}$

$x_5 = \text{Green health and safety management,}$

$x_6 = \text{Green remote staffing}$

1.10 Operational Definition of Terms

To guide against any doubt, ambiguity, vagueness, and inconsistency of concepts and terms in this study, and for clarity, the following terms were operationally defined according to their usage in the study.

Career Development: Career development is proactive initiatives that the individual employees and organization undertake to realize growth and personal development

Employee Job Satisfaction: This is a broad term used by the HR industry to describe how satisfied or contented employees are with their jobs, their employee experience, and the organizations they work for.

Green Employee Socialization: socialization of employee enable them to socialize and interact with one another which build a cordial relationships and knowing the characteristics of each individual in terms of value, norms, belief.

Green Employee Retention: it is the ability of an organization to continue to keep its workforce in the employment in its system.

Green Human Resource Practices: Green HRM is the activities HRM policies and practices to improve organizational environmental performance and sustain organizational behavior by minimizing carbon footprint.

Green Reward System: Green reward system is the compensation package adapted to reward individual employees with a spectrum of green skills and environmental sustainability achievement. A green reward system could be in form of fringe benefits, bonuses, pay increases, recognition, promotion, and appreciation based on green efforts.

Green Training and Development: Green training program is an array of environmental skills that target to teach employees to resolve environmental problems such as reduction of environmental degradation, energy conservation, and waste reduction. Therefore, green training and development connotes installing employees with a spectrum of environmental knowledge and skills on how to be environmental-friendly so as to eradicate environmental problems at workplaces

Green Recruitment and Selection: Green employee recruitment and selection are made by inviting applicants to apply for vacancies through the company's website, but resumes can be submitted online to eliminate waste of printed material. Additionally, the company's websites can be used as portals for on boarding documentation, qualifications, and experiences, and can send recruitment letters to potential and willing candidates to take green initiatives.

Green Ethical Management: Green ethical management is a set of moral principles that govern the actions of a person or group in the line with environmental sustainability. It is

a norm of environmental behavior that guides leaders and managers in their day-day actions.

Green Remote Staffing : Green remote staffing is someone who is employed by a company, but works outside of a traditional office environment. This could mean working from a local co-working space, from home, at a coffee shop, or in a city across the world.

Green Health and Safety: Green health and safety refers to programs, guidelines, and procedures that protect, the safety, welfare, of any person engaged in work or employment from environmental hazard

Endnotes

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Chapter Two

Literature Review

This chapter reviewed some existing literature relevant to Green Human Resources Practices and employees’ retention in selected food and beverages companies in Southwest Nigeria. Some theories and empirical studies that are very pertinent and relevant to the explanation of the variables in this research work were extensively reviewed which cover both independent and dependent variables. This would enable the researcher to authenticate its findings and submissions on the study. Specifically, some of the topics covered are:

Conceptual, Theoretical, Empirical Reviews, Conceptual Framework, and Summary of Gaps in Literature.

This chapter Review Relevant Literature with the following sub-headings:

- Conceptual Review
- Theoretical Review

- Empirical Review
- Conceptual Framework
- Summary of Gap in Literature Reviewed

2.1 Conceptual Review

This section of the study reviews the contributions of scholars and authors on the effect of green human resource management practices on employee retention and to explained the phenomena in relation to food and beverages companies in Southwest Nigeria. The chapter also considered empirical works under relevant sub-headings- Overview of Human Resource Management practices and the Concept of Employee Retention.

2.1.1 Overview of Green Human Resource Management Practices

Green Human Resource Management is a foreign language for most people, including HRM professionals and scholars¹. For this reason, few scholars have defined the concept of green HRM in existing literature. The terminology varies from person to person, but there is a great deal of consensus in integrating human resource management into environmental management issues and strengthening employee green practices. Green HRM is an environmentally friendly human resources policy that, on the one hand, helps organizations achieve their financial goals through environmental brands, and also protects the environment from the negative effects that can be caused by the organization's policies and action².

The Green HRM concept requires less paperwork than usual for all HR functions such as recruitment and selection, training and performance evaluation to create a sustainable environment and competitive advantage through employee involvement³. This definition reminds us of a very important aspect of GHRP, which is tied to the notion of limited

focus and reduced paperwork in the workplace. Green Human Resource Management (GHRM) refers to the use of Human Resource Management (HRM) practices to improve green practices and enhance employee commitment to environmental sustainability. It takes into account the concerns and values of environmental management (EM) in the application of the Human Resources (HR) initiative and improves the efficiency and environmental performance needed to reduce employee carbon dioxide emissions⁴.

Workplaces to achieve organizational goals with conscious efforts to contribute to the sustainability of the environment process's that intended to use HR functions, guidelines, strategies, and practices as a mechanism for workplace environmental management⁵.

Human capital is defined as 'the most magical and tangible and in the long run the most critical detail inside the transformed panorama is people' and 'our most important asset walks out the door every night time'⁶. It isn't sudden that organizations are endorsed to convert their techniques and spend money on managing their people in order that it brings them aggressive benefit⁷. due to the fact the mid 2000's, calls for research into how companies can promote and reap environmental attitudes and worker green behaviors are actively being made⁸. However, no formalized HRM studies exists with reference to HRM and its effect on worker green associated behaviour and stance which may be directed closer to knowledge company sustainability targets ⁹. The company is advocated to make certain coherence among their HRM technique and the employer's values, ethics, traits and priorities while aiming to achieve their organizational targets. The successful implementation of CSR and EM directives carefully is predicated upon that congruence¹⁰. The unification of environmental goals and strategies collectively with the strategic improvement targets the organizations are translated into effective environmental management system¹¹. It is determined that the more potent the green human useful resource policies, the larger the intensity of making use of Environmental Management

System¹². Human beneficial useful resource control performs an essential element inside the advent and application of sustainable organization strategies for the duration of the organization and inclusion of environmental obligation as a key component of the company mission¹³. Nonetheless, they now understand themselves as strategic initiators of sustainable policies and practices. The willingness of HR managers to protect sustainability at a strategic diploma can be inadequate due to the fact they view themselves first-rate as coordinators of the green practices advanced outdoor of the HR branch^{13, 14}. The reason why HRM is remarkable at coordinating the creation of green policies is because of their abilities to speak with the human capital of the enterprise and to use cultural exchange approaches. The web page of the environmental function and its alignment with the organizational overall performance are essential for advancing sustainable improvement in companies¹⁵.

Multiple ways exist in which organizations become aware of the necessity to implement sustainability. Some take the defensive path in order to create policies that meet the legal responsibilities and regulations, others prefer the value-based route which is marked by individual involvement and passion¹⁶. An important dimension of the strategic positioning of the environmental function is integrating knowledge which generates competencies and builds a shared perception of sustainability by the human capital of the business¹³. Scholars argue that companies can enhance the attainment of competitive advantage by incorporating environmental management into their strategy¹⁷. A critical step when contemplating the alignment of HR practices is to do it consistently so employees can be placed in charge of environmental management¹⁵. An empirical study helped determine three phases of green management depending on the degree of alignment between environmental function and management practices, reactive, preventive, and proactive¹³. The successful lining up of practices and HR policies with

the aims of environmental management and performance can guarantee the achievement of environmental sustainability by organisations¹⁸.

The word green has different meanings in several dictionaries. In Cambridge online dictionary, and from the political viewpoint, it means “the protection of environment”. To “go green” means, “to do more to protect nature and the environment”¹⁹. Green as a color reflects “peace, friendliness, growth, happiness, and life”, while looking at the word “greening” as a term means “sheltering the natural resources, nurturing the natural habitat, detracting the pollution of the atmosphere and engenders greenery”²⁰. Green management as a concept appeared in 1999s and spread in all over the world in 2000s²¹. The desire to protect the nature appeared firstly among activists and groups who had a great concern about the environment, and encouraged people to stop antisocial doings toward the nature¹⁵. Green management is not just related to corporation concern about how to deal with the surrounded environment, but it looks like a “mind think”¹⁶. Green management can also be defined as formulating strategies that allow companies to deal with the environment in a friendly and sociable way²². Other researchers defined it as “the environmentally conscious practices of “green organization.”²³. Consistently, with Green, managers simply rethink the environment more appropriately, pay special attention to how a company operates with respect to the environment. A green company is an "environmentally friendly, resource-saving and socially responsible workplace"²⁴. "GHRM refers to the practice of marketing green initiatives by raising worker awareness and commitment to environmental sustainability". The importance and value of the relationship between employee involvement in environmental management programs and improving a company's environmental performance can be emphasized by focusing on waste management, recycling and green goods development²⁵. By implementing GHRM practices and guidelines, we can promote and further develop the well-being and health of

workers²⁶. Another definition of green HRM is provided with the help of "HRM elements of environmental management (EM)". In the dissertation, the author discusses the integration of largely disjointed literature from EM and HRM studies. Using Ability, Motivational Opportunity (AMO) theory, the importance of the GHRM approach for the practice of controlling people is mentioned. The conclusions of the assessment indicate positive impact of employee participation (EI) in EM with the most important consequences of environmentally sound resource use and waste reduction, but which also increased activities. It means the impact on employees, including the acceleration of job satisfaction²⁷. The attractiveness and growth of worker groups (know-how-based development, experienced environmental managers, senior managers) is considered another important part of GHRM practices. Human resource management is defined as a set of "interrelated activities, skills, and technologies that enable human resources to be attracted, expanded, and maintained within an organization²⁸. Another researcher defined it as: "A system for achieving business goals by managing people obligations related to HRM such as hiring, training and dismissing employees²⁹. Corporation adopted new strategies associated with environment management system to achieve competitive advantage³⁰. "Being green" is considered a "norm" in this modern technology³¹. This kind of alternative globally has led to the integration of environmental management and human aid management, creating a new concept called HRM that is green³². There may also be a real direction of greening in various areas such as marketing and accounting³³. Green HRM policies, practices to green company personnel for the benefit of personality, society, natural environment and business³⁴. Green HRM is regarded a system to "change ordinary staff to green staff" to realize the dream centered on environmental conservation and conservation of factory resources. Sustainability is defined as "the ability of a company to survive and surpass a dynamic environment, primarily based on a decision-

making approach within the organization³⁵. Green HRM practices represent the process of linking the normal practices and behaviors of human assistance with the environment and green dreams.

A green-oriented workplace was considered as a social responsible one that use resources efficiently, able to protect environment, and become “sensitive” to everything related to this issue³⁶. As a result of a growing need for protecting the environment, some researchers pointed out that managing organizations should occur from a “proactive” view point concerning the environment³⁷. This movement of protecting environment must be in line with encouraging employees to participate in the process of implementing Green HRM practices³⁸. Some researchers highlighted that each department in organization had its specific function and participated in the process of greening policies and practices, but human resources department plays greater and more significant role in making sustainable shade ³⁹. Moreover, the role of human resource department expanded to greening culture to become distinctive ³⁵. Implementing “green principles” by employees was subjected to important factors; such as recruitment, training, and compensation, choosing candidates and training them in accordance with green principles guide organizations to achieve outputs save environment ⁴⁰.

Protecting environment became an important issue, so governments made great efforts to decrease irresponsible environmental practices that badly affected the resources and the social life in general⁴¹. Thus, researcher thinks that Green HRM is a process aims at promoting and supporting employees' eco-friendly behaviors and activities by developing green policies, strategies, and practices that starts from recruiting eco-friendly candidates to training current employees, assessing their performance, helping them to participate in green activities, and rewarding them for their accomplishments to protect environment,

thereby these practices lead to convert normal organizations into green organizations and achieve sustainability.

2.1.1.1 Green Human Resource Management Importance

Although, there was inverse relationship between the effective implementation of green management and the negative environmental impacts⁴². Moreover, Companies gained benefit from implementing green management, which appeared in a form of “positive public relations and better sales” ⁴³. The implementation of Green HRM practices is a comprehensive process. This means to be taken as a full package, starts from the beginning to the end of employee's journey in organization; in other words, it is an “entry to exit” process ⁴¹.

Green HRM practices led to decrease costs and “wastage” and helped employees to reach high performance rates. “GHRM practices such as digital filing, automobile sharing, process sharing, conference calls, virtual interviews, recycling, teleworker, and online training. Companies that practice green HRM practices enjoy sustainability⁴². If authorities expect improved environmental performance, they want to translate their environmental aspirations and intentions into corporate policies and work behavior reforms⁴³. GHRM practices and activities are facilitated by HRM so that they can focus on environmental goals⁴⁴. Practices include; green recruitment and selection, green training and development, green management development and leadership, overall performance management and evaluation, green rewards and compensation, green staff initiatives, human resources and green behavior. Actions included in keeping with GHRM professionals, the introduction of environmentally friendly behavior in the profession of men or women is becoming an environmentally friendly behavior for employees, which is considered to be the most important factor in an organization's environmental performance⁴⁵. Various Job Overview in the US and European industries,

these jobs are part of the company's expectations or responsibilities, indicating that 13% to 29% of employees require green behavior⁴⁶. And this has been Increasing eco-friendly emotional state behavior, So far, it has been shown that if employees are comfortable, calm and satisfied, they can work in an eco-friendly way⁴⁷.

Green HRM implementation had positive effects which is listed as follows⁴⁸:

1. **Increase Retention Rate:** This means that organizations, which had clear vision and strategies concerning implementing green management and encourage environmentally friendly practices, would increase loyalty among employees.
2. **Develop Corporate Image:** This reveals that organizations which supported green initiatives and encouraged their employees to be green persons and protect environment, would develop their corporate images within their countries and in all over the world.
3. **Pull Qualified Candidates:** organizations nowadays focus on magnetizing those who have exceptional skills and could present new ideas. Green orientation could help them to attract these employees and retain them.
4. **Increase “Productivity”:** this means to focus on eco-friendly practices lead to create organizations with high production level that could achieve sustainability.
5. **Achieve Sustainability While Using Resources:** this means to enhance environmental protection ideas among employees and encourage them to be responsible for protecting “natural resources” and not to excessively use these resources.
6. **Reduce Practices That Harm The Environment:** applying eco-friendly practices at work and in private life lead to decrease the extreme harm against nature.

7. **Increase Profit and Decrease Costs:** organizations that used green technologies would minimize costs level and increase profit in the long term.

Green HRM has a general key importance in reducing harmful practices against the environment in addition to its positive effects to achieve sustainability and improve organization's overall reputation and performance compares with those organizations which still not realize this importance in the long term for individuals, societies, countries, and global ⁴⁹.

Green Human Resource Management Rules

Green human resource management rules discussed six principal green rules that could be followed by organizations to green human resources. These principles are as follows:

1. **Get the Mindset:** This refers to individuals' attitudes and thoughts that could be changed by several methods. This process depends on preparing brains to take into consideration every single behavior to be a green and sustainable one.
2. **Make the Business Case:** This strategy depends on creating real cases of businesses that applied green strategies and achieved good results. These real experiences could prompt other businesses to follow these strategies.
3. **Get Your Colleagues on Side:** It reflects the important of employees' "engagement" in green "initiatives", not just telling them about their importance; in other words, to connect employees directly with these initiatives, until they reach the point where they feel "interested" at work.
4. **"Have Two-Way Conversations":** It depends on better communication using several techniques in order to persuade all people to be environmentally friendly persons.

5. **Work Together:** This strategy highlights the important of “combined efforts” that should be taken by all parties; represented by government, organizations, and people; to solve environmental problems and be green.
6. **Make it Part of the Culture:** This strategy means that managers and employees should be environmentally friendly persons in all times and condition. In other words, to “embed sustainability into your company's”⁵⁰.

Concept of Green Human Resource Management Requirements

There were requirements that organizations have to adopt “eco-friendly” practices and stay “green”. These requirements is represented by possessing eco-friendly production and printing machines and provide public transportation for employees⁵¹. Organizations that put a clear and “green agenda” would achieve “green printing, green design, green manufacturing. Human resources manager should support the spirit of cooperation among employees⁵². Another researcher emphasized that using new technologies made organizations to minimize the use of papers in recruitment and selection process by using electronic ways instead. Organizations could use a website to present information about their policies and strategies, in addition to, vacancy announcements⁵³.

Four Guidelines To Adopt Green HRM, These guidelines are as follows⁵⁴:

1. **Apply electronic software or “online payroll”:** To help employees not to waste time on waiting for “pay stubs”, they could check their financial procedures easily. This way also led to minimize using paper, and change systems from “paper pay stubs” to online pay stubs”.
2. **Generate easy access systems:** To present organizations policies and rules online without any need for using papers. Organizations could use cloud technology that make broad and current information available for employees.

3. **Use responsive forms:** To reduce the daily use of papers. The responsive forms help managers and employees to send and receive information without using more papers, and save their time.
4. **Carry out eco-friendly policy:** Organizations need to have policies and plans for all their businesses which are eco-friendly conscious.

Green Human Resource Management Practices

Green HRM is the process of investing HRM policies, strategies, and practices in addition to mobilizing human resources to meet sustainability and environmentalism. Green HRM practices were described as the actual green HRM programs, processes and techniques that actually get implemented in the organizations in order to reduce negative environmental impacts or enhance positive environmental impacts of the organizations⁵⁵. They added that the most important role of these Green HRM practices is to develop the organizational performance with a focus on sustainable and environmentally friendly performance.

2.1.1.2 Green Recruitment and Selection

Green recruitment is the process of selecting environmentally friendly candidates, who have the ability to realize how to save environment from harm and supported environmental policies and strategies⁵⁶. One of the most popular companies that implemented green recruitment was Google. It was recognized as the best one in this field, since it normally recruit candidates digitally and using online interviews⁵⁷. Making sure job applications and interviews contained questions about protecting environment, which showed to what extent candidates adopted green practices, that would help organizations to achieve real and actual improvements in environmental protection domain by choosing best green persons⁵⁸. Firms that adopted “pro-environmental” recruitment process would

smarten their image and enhance their goodwill⁵⁹. Other researchers detected that the number of persons who preferred to enroll in green companies was higher compared to those who were unconcerned of companies social responsibility towards environment.

Moreover, recruiting candidates, who had responsibility towards protecting environment, positively affected several issues such as: quality, financial resources, and organizational structure and reputation⁶⁰. The most significant function in the “war of talent” is the ability to recruit and select those candidates who had high qualifications⁴⁰. In the 21st century, thought that many firms in the developed countries realized the importance of changing their strategies to be green, since it affected straightforwardly on their status in the market, led to enhance employees' qualifications, and turned employees to be environmentally-friendly persons. Firms standing played strategic role in charming the best applicants. The most popular company in Britain, which paid attention to social responsibility in job description and specification, was The Rover Group carmaker. while in German, companies who applied green practices were Siemens, Baden Aniline and Soda Factory (BASF), Bayer, and Mannesmann ⁶¹. The importance of green adoption and selection is confused by observations. They found that hiring and selecting green employees would be termed GHRM's and most influential practice in terms of overall environmental performance⁶². The purpose of their study was to present one aspect of the impact of GHRM practices on overall environmental performance in Palestinian manufacturers. They first identified six key GHRM practices through literature reviews and 17 mid-established interviews with HR managers, and then used research devices to help GHRM practices add to overall environmental performance. Diagnosed whether it affected. The survey sample included 90 food, chemical, and pharmaceutical manufacturers related to resume, advertising and marketing, and onboarding after attracting job seekers. This made a legitimate measurement of GHRM, through

exploratory evaluation, they have established five aspects of GHRM. It is "Green Recruitment and Selection, Green Training and development, Green Performance Management, Green Salaries and Rewards, Green Engagement". Primarily based on these dimensions, they developed the size factor and used the positive ones score to see if the GHRM size was legal. In an exploratory analysis, the sample consisted of 74 students in the MBA class, and in a confirmatory assessment, the sample consisted of 153 employees in a group in northern China. Recruitment is considered the gateway to the organization. This will allow companies to organize a pool of applicants and select and register the appropriate applicants. Green recruitment as a paperless recruitment method with minimal environmental impact. Programs are invited through online media such as, online application materials, or the Global Skills Pool. Smartphone or video-based interviews will be conducted whenever possible to minimize the impact on the travel-related environment⁶³. With this in mind, organizations try everything to attract the right applicants, but this is both practical and environmentally friendly. It was also claimed that adoption will reduce energy consumption and pollution associated with the manufacture, transportation and recycling of paper products⁶⁴. System automation also saves energy when sending, processing, filing, and reporting emails in the workshop. Direct price savings come from reducing the green paperwork methods, companies need to ensure that the right green candidates are selected in an green way. Green Choice can also make selection tests as paperless as possible, such as declaring actions, interviews, and presentations that require less paper. In addition, candidates who are environmentally friendly, green in the workplace or environment or have a strong desire to keep offices and environment green or natural as it is⁶⁵. This means that checks will be used to evaluate potential activities. Checks should be designed under a variety of criteria to increase the likelihood that applicants with environmental knowledge and willingness to

protect will be selected. Green recruitment and selection is typically the process of using technology, equipment and technology to attract and select the right job seekers who are willing to fill the positions available in a particular company. Although various criteria are always taken into consideration when selecting a candidate, the candidate's willingness and ability to protect the environment is checked. So green initiatives should be considered carefully at this stage of recruitment and selection. This will help the organization to focus on green projects and attract applicants who can undertake them. It can also help companies instill green behavior and subcultures in new employees. This view is supported with the help of the AMO (Ability, Motivation, Opportunities) concept. The theory states that capacity is one of the three factors that determine employee performance, and therefore companies are currently unable to perform their main tasks and hire employees who are unable to best fulfill their obligations and can also sustainably preserve protect and the environment. Aligning the recruitment process with environment-friendly issues gives employers the opportunity to have higher chances at attracting the right candidates and retaining them after induction⁶⁶. Green recruitment and selection (GRS) is considered a key component in GHRM practices. GRS can be outlined in the three elements of candidates' green awareness, green employer branding, and green criteria to attract candidates⁶⁷. The fundamental aspect of GRS is the candidates' green awareness which encompasses personality factors that are necessary for the achievement of the company's environmental objectives. Such factors can be green consciousness and agreeableness of candidates⁶⁴. The environmental performance of an organization can be improved as a result of the enhanced environmental knowledge of eco-conscious employees in regard to the operation process.

Therefore, companies should target and select candidates with green awareness and green brand of mind, passionate to work with environment-friendly organizations ⁶⁰. The other

element of GRS is green employer branding which concerns the image and reputation of the company in connection to its environmental management⁶⁸. Environmental sustainability can play a very influential role in recruitment of new talent when companies manage to relate well their own initiatives to the candidates' own values and environmental attitudes. People are genuinely attracted to those employers who possess similar views and values to their own and so job-seekers may feel proud of working with a company which has a good environmental reputation ⁶³. In the process of environmental know-how and belief, candidates need to point out interview questions to fit the company's values⁶⁴. This type of recruitment practice helps you become accustomed to the latest skills in your organization's ecological lifestyle. In addition, green hiring isn't just about spreading the company's environmental value to attract the right applicants, it's also about forcing the right path throughout the hiring process Limiting paper usage by looking at Internet-based platforms⁶⁸.

2.1.1.3 Green Health and Safety Management

Green health and safety management is substantially beyond the scope of traditional health and safety management that is characteristic of HRM. Traditional health and safety management is not the most effective management. But some components of environmental management for organization. For this reason, companies are now transforming Post's "health and protection" into "health, safety and environmental managers." It covers a much wider range of processes compared to traditional post of health and safety personnel within the organization. For example, bio- diversity protection, safety and network support initiatives, and many other initiatives, including regions. An important role of green health and conservation management is to ensure green workplace for all. Green workplaces are called permanent establishments and are

environmentally friendly, efficient and socially responsible. This include companies that extend traditional health and safety features and include environmental control/protection. These companies have consistently donated to initiate various environmental initiatives to reduce worker exposure and occupational disease from dangerous hazardous environment.

2.1.1.4 Green Training and Development

Green training and development are considered an integral part of some motivational green HRM. Employee training and development programs should take social and environmental issues into account in all departments. These can range from branch fitness and protection issues to management strategic sustainability issues⁶⁹. This will give you a deeper awareness of the environmental impact of your company's activities and train your staff on saving electricity and reducing waste⁷⁰. That level of eco-competence in the organization as mentioned in green education and development consists of three components: awareness raising, knowledge management and weather building⁷¹. Green training can raise staff awareness of environmentally friendly activities in the workplace⁷². It was explained that claiming emotional involvement in environmental issues can be achieved and requires integrated education. It can also be used as a tool to clarify the environmental impact of bad behavior and bad attitude towards environment. Green programs help us to have better understand of the importance of environmental safety⁷³. Today, managing environmental impacts is considered the responsibility of all employees, and as a result, the use of implicit expertise in EM is the identification of contaminated resources, the management of emergencies. And can be very important in the development of preventive solutions⁷⁴. However, it will enable staff to carry out environmental activities, build technical, management skills, and abilities related to green management, improve staff talent, the responsibilities needed to take over⁷⁵. Green understanding management also trains human capital to solve complex problems⁷⁶. A

one-third element of green training and development is climate structure, which is related to encouraging all employees to be actively involved in the organization's environmental tasks⁷⁶. The fact that managers and bosses show very green behavior, show what the company expects from employees, and encourage them to participate in green campaigns can also complete the workplace atmosphere⁷⁷. It points out that the success of an environmental management program depends on the degree of proper training for employees. They also argue that inadequate training does not allow employees to participate in green projects and can result in disappointment⁷⁸. Therefore, it is very important for a company to provide important resources and technical assistance, education and training are practices that specialize in the development of staff talent, know-how and attitudes. Prevents deterioration of EM-related expertise, skills and attitudes⁷⁹. Green training and further education educate employees about EM, train operational skills to save energy, reduce waste and expand the focus on the environment within the company. It provides the possibility for employees to interact to solve environmental problems⁸⁰. Green training and development activities lead employees to specific factors and environmental management values. This makes it easy to incorporate specific protection methods, such as in-house waste management. In addition, efforts to tackle various environmental problems have been sharpened. A study survey of managers on satisfactory management practices, where environmental education and training establish a positive environmental tradition for staff by learning that they are part of environmental outcomes, as well as a desire for the environment⁸¹. In a similar study shows the role of HR in achieving the tradition of sustainability. This means that the HR department can provide manager information on development, workshops to help managers develop "front wheel" software, humans, or behavioral skills in teamwork to reach and address alternatives and collaborations. Managers who indulge in promoting

the sustainability of the entire system can be particularly beneficial. Providing environmental training to people in the organization (non-senior staff and managers) to develop the necessary skills and knowledge is an important function of Green HRM. This may help government agencies implement corporate environmental management programs⁸². Presenting training to promote recycling and waste management, supporting curious schedules and remote work, and reducing long-distance travel for businesses are all very beneficial in reducing the negative impact on the environment for businesses⁸³.

In order to achieve appropriate environmental performance as a whole, it is also important to raise the environmental awareness of some staff by holding seminars and workshops at the organizational stage. Organizations also need to present environmental education as a way to change the mindset and behavior of managerial and non-managerial staff⁸⁴. For example, at FUJIFILM Singapore, in addition to income workers who are trained on the green side of products and resources, each worker participates in environmentally friendly training. In addition, some organizations celebrate the annual "Environment Day" at the organizational level with the help of numerous competitive programs for part-time employees, managers, and new employees. In addition to the relation, this is also a good practice for teaching many employees certain important environmental values⁸⁵. This safe including training staff for environmentally friendly analysis in the workplace, usefulness of process rotation in training future green managers, providing accurate training on environmental control components of protection output, etc. Advocates green training and development methods, waste management, recycling, green personal skill development, and retraining of workers who have reduced jobs in related polluted industries. Environmental education, training and development are important areas for green HRM in the organization. Without proper education, training, and development, achieving a company's focused environmental performance can be very difficult⁸⁶. Therefore, clearly

positive organizations simply recognize the importance of improving green education, training, and organizational implementation. Recently, some organizations are investigating and discovering the needs of employees for environmental education with the aim of becoming environmentally friendly human resources. These are certainly best practices and are even more needed to implement a company's environmental management project. These companies can provide staff with rigorous and systematic training and education to convey the knowledge, skills, and attitudes needed for proper environmental management, based entirely on an analysis of employee needs in the field of environmental education and implementing a development package.

Training and capacity building can be critical to companies staying competitive in this difficult and globally changing environment. Training and improvement are basically at the same time related to the overall performance of the employee as the end result⁸⁷.

Environmentally friendly training and improvement educates employees about the value of environmental management and trains operating procedures. Save energy, reduce waste, raise awareness of the company's environment and provide opportunities for employees to participate in solving environmental problems⁸⁸. Green training and improvement employees on issues related to environmental sustainability It's not just about giving knowledge and skills to employees and managers. It also needs an environmentally friendly method in itself. As suggested in school principals need to use more online materials and case studies than published handouts, books and pamphlets to reduce paper consumption⁸⁹. It provides an opportunity to use system knowledge in education and development programs. The use of digital platforms also helps reduce paper consumption and ultimately save wood for the latest and destined generations. Environmental training serves its main purpose. First, to properly instruct staff on the employer's environmental rules, and secondly, to change employee activities through

training to build more conscious and stronger bonds to the employee's environment⁹⁰. Green training and improvement activities know the unique aspects of staffing and environmental management costs. As a result, various conservation technologies consisting of waste management can be embodied in one organization. In addition, it will hone our employees' skills in dealing with a variety of environmental issues. Training is a great trending process with professional or intentional action. This allows you to gather people with knowledge and expertise, collect facts that are lacking, and collect behavioral patterns and appropriate skills, attitudes, and behaviors. It was necessary to improve the character's performance and productivity, and therefore met the situation required for work⁹¹. Training aims to improve human behavior and overall performance. Education is one of the activities to improve the skills and abilities of people of modern destiny. Not all training is created equally because education is a specialty that improves the skills and abilities to carry out the selected processes.

2.1.5 Green Organization Performance Management and Appraisal

Overall performance control is a scientific process used to improve organizational performance by developing individual and team performance⁹². Overall performance management typically includes employee and group evaluations based on positively agreed criteria and goals. All enterprises are obliged to implement operational environmental management, and as a result, environmental dreams are fulfilled by the organization or are environmental requirements that the organization must meet⁹³. Green overall performance management includes a link between overall performance assessment and green hope. Specific obligations within activity description⁹⁴. Organizations have the option of performing green performance monitoring by setting up green wishes for employee teams and ensuring that these wishes are met efficiently. Organizations can also make regular assessments to see how your employees and groups

are evolving towards that goal. Green job evaluation and design helps simplify green performance management by ensuring that employees have a description of the green job. From there, you can use green tasks and duties to assess the overall performance of each worker in a particular job. Also, performance management structures need to be developed to include "green" goals in the key performance areas (CPA). This can be translated into environmentally friendly overall performance criteria and green behavioral indicators that should serve as a benchmark for assessing staff performance at all levels⁹⁵. Therefore, Green Performance Management assigns green dreams that companies must achieve using character staff and groups, regularly assesses how these goals are being achieved, and assists in achieving them. This means that it is a systematic method of applying a large number of management strategies to or groups, making them effective and accurate. Overall performance management as a practice of human resource management is usually aimed at promoting the overall performance of workers and organizations, and as a result, green overall performance management is a green goal. A tool for improving the overall performance of organizations towards AMO concept, the use of HR practices to enhance employee performance can be seen as a combination of three aspects: ability,, motivation, and opportunity to improve HR practices⁹⁶. This shows that green performance control is one of the key aspects of the AMO concept. Overall performance control is considered "a decisive and essential aspect of individual and organizational effectiveness." One Zero Five. Performance valuation was defined as "comparing an employee's current and/or past performance against performance criteria." Overall performance control has three main aspects that affect the benchmark staff's approach. That is, what the staff does at work, how the work is done, "behavior", and the end result ⁹⁷.

The overall performance measurements played an important role in achieving the improvements often mentioned in order to achieve sustainability. However, this role faced difficulties represented by criteria and "ambiguity in qualitative and quantitative terms" ⁹⁸. Managers faced challenges and complexity in assessing social obligations and green overall performance levels⁹⁸. Employees who are more committed to social responsibility for the environment have led their institutions to harvest sustainability⁹⁹. Some researchers suggest that there is no correlation between social responsibility, overall performance, and levels of profitability¹⁰⁰. Meanwhile, various researchers have emphasized that there is a momentary date between green performance and "profitability." A document released by the Department of Environmental Food and Rural Affairs in the United Kingdom describes these companies that have recently become more conscious. The application has developed "overall environmental excellence" and these results have produced "the right place". In addition, the record described the results of the company-wide green performance assessment and reporting. A theoretical model built using the five factor: These factors are "environmental protection, risk management, employee loyalty, reduced carbon dioxide emissions, stakeholder needs". They are applied in the area of talent management skills. Recruitment and selection, education and improvement, and general performance monitoring devices. With these green practices, companies minimize costs, increase "employee pride", achieve high levels of overall performance, build a strong team spirit, and "organizational tradition". You can enjoy "many great benefits" while developing. In a quantitative analysis, 94 determined that green performance control and assessment would definitely impact the manufacturer's environmental performance. In short, green recruitment and selection, and green management of organizational traditions, have a significant impact on environmental performance. They state that HRM can integrate environmental performance into the

green performance control structure by implementing green goals and commitments, comparing the achievement of those goals and obligations, and monitoring green behavior. Assessments can be made using green rankings as a key indicator of employee performance in 94 processes, comments are growth skills, skills and information, so they also emphasize the crucial importance of commenting on overall environmental performance and behavior¹⁰¹. However, overall environmental performance management is not the most practical approach to impacting overall environmental performance, as we have observed green recruitment and selection, and environmentally friendly management. It's important to say, Corporate tradition has had a greater impact.

Green performance management (GPM) refers to a device of evaluating activities of personnel' overall performance in the technique of environmental control ¹⁰². It is noted that, it is vital for the enhancement of worker motivation to have interaction in company green initiatives. Green performance management approaches can also be applied for you to make sure that the company's expectancy are nicely communicated and that all personnel are chargeable for the accomplishment of individual and organization green incentives ¹⁰³. Therefore, some groups are adopting not unusual GPM well known but, certain demanding situations are related to GPM. Some relate to the painstaking measurements of environmental performance standards in individual departments of the company, and also to the opportunity to use useful information about their performance¹⁰⁴. GPM can be outlined in four aspects: setting green goals, developing green overall performance marks, assessing staff's environmental impact and exploitation of disadvantages ¹⁰⁵. green goals for all staff is very important to convert to a travel plan¹⁰⁶. Managers and supervisors need to really understand the expectations and responsibilities of their staff and be aware of individuals and the organization as a whole. Performance Goals ¹⁰⁷. Statistics on green tasks and company environmental goals should be securely

distributed to all areas of the company as a whole. Performance appraisal (PA) is defined as the measurement of HR this is used for the analysis of personnel' performance based totally a series of green standards¹⁰⁸. Performance Appraisal can involve subjects such as environmental incidents, use of environmental duties and communicate of environmental regulations and reduction of carbon emissions ¹⁰⁹. Human Environmental Resource systems may be introduced so management and employees. The utilization of Performance Appraisal and clean overall performance signs for every environmental threat is taken into consideration essential for personnel in addition to managers as it impacts the effectiveness of rewards and compensation ¹¹⁰. according with a hundred and ten also determined green overall performance and appraisal isn't always the maximum critical tool for GHRM. In his literature review, he recognized 39 attributes of GHRM, which were also identified in 5 major attributes¹¹¹. Then, with the help of qualitative worst-case method (BWM) analysis, of the attributes. An order of means of similarity to the complete answer (TOPSIS) for classifying one and assessing the manufacturer based on GHRM practices. Fuzzy TOPSIS is: "Methods used to find the most important of the many options with positive criteria"¹¹². Five experts from exceptional companies participated. He said education and development are the most important traits, and overall green performance and reputation are considered the least important traits as opposed to other traits. Other major attribute classes were green recruitment and selection, green wage and green organization lifestyle management¹¹³. The identified four key practices for green performance management and evaluation. They found it very important to set green goals for all employees. Therefore, everyone needs to come up with an action plan to implement these environmental goals. This is to provide a green standard that can be used as the basis for the green performance of all employees. In addition, it is very important to assess the green impacts of staff and encourage managers to take

responsibility for those impacts. In addition, they emphasize the importance of using "defects". This can also lead to green staff behavior, as they do not have to suffer any disadvantages if they do not meet the green performance characteristics¹¹⁴. scholars emphasize the significance of evaluating personnel' process performance in keeping with green associated standards in addition that consist of a separate issue for progress on greening within the performance feedback interview¹¹⁵.

Overall performance assessment has been regarded as a measurement tool by industrial and organizational psychologists. A brief review of its ancient roots suggests that early research on overall performance evaluation focused on topics such as scale development, scale codes, reductions, and evaluator bias. Hobbies in applying performance appraisals have improved over the last three decades, and formal performance appraisal practices have been practiced for centuries. As early as the 1/3rd century Chinese philosopher Shin Yu criticized the prejudiced evaluators hired by the Wei dynasty, saying, "Imperial evaluators are now not their strengths, but their own tastes based¹¹⁶. Line managers play an important role as performers of performance assessments and support processes designed by the HR department, but with respect to the perception of fairness within the technology. The actual enjoyment of an employee (which may differ from the intended or implemented procedure) can affect the level of commitment of the organization¹¹⁶. each organizational unit with excessive administrative trust has a higher level of involvement, between employee awareness and employee satisfaction with true relief from managers during the performance evaluation period. It suggests that there is a strong association with. This is preliminary evidence that the impact of line manager changes is important to the outcome of the employee phase, but is also limited by the organization's weather. Performance assessment practices are widespread in public and private institutions around the world. For example, a US study confirms that the United States is spreading the

practice of overall performance assessment. We conclude that 91% of the samples from 244 companies in the United States implement some form of overall performance evaluation gadget. 119 Perspective Performance assessment as a systematic and dedicated process to improve both the company and the individual within the organization. in the process, a framework establishes goals and overall performance standards requirements. Appraisal as a package of HR practices that have an effect on organizational performance and so justifies HRM claims to have a strategic effect¹¹⁷. This emphasized the need to degree character and team contributions in the activity that allows you to determine organizational overall performance¹¹⁸. Consequently, important for groups to understand how the totality of HRM Practices such as overall performance appraisal can affect personnel¹¹⁹. A study argue that, to improve overall performance appraisal we have to be that specialize in improving the pleasant of the communication. similarly, overall performance appraisal have many functions which theoretically serves the stakeholders along with employees who are problem to performance appraisal system; line managers, who conduct the performance appraisal technique; and companies, which their very last dreams is difficulty to the end result of overall performance appraisal system¹²⁰. Because the above definitions suggest, it's miles tough to locate a selected definition that includes all of the dimensions of performance appraisal so it's miles essential to consider the common suited functions and factors of performance appraisal. Consistently, it is critical to consider the performance appraisal technique as one that incorporates the following components:

- (1) A rated individual who's problem to the performance appraisal process. And according to certain requirements,
- (2) A rater who is implanting the overall performance appraisal process.

- (3) The completion of the appropriate assessment form,
- (4) Processes and technique that deliver the overall performance appraisal technique its validity.

All of those definitions illustrates the strategic importance of performance appraisal within human useful resource management. As the above researchers have installed one of the major functions of performance appraisal is to improve organizational overall performance via the efforts and outputs of its employees. Overall performance as an idea includes a file of effects executed by way of the personnel. Is a multidimensional assemble, it consists of each effects (outputs) and (inputs) the measurement of which varies relying on a variety of factors diagnosed three evaluation strategies:

1. Intention setting approach
2. Manage your approach
3. Social cognitive approach

The Aim putting method was developed by (Locke & Latham, 1990 and 2002) and is based on inductive observations over 25 years. This explains that management methods focus on the need for comments within the overall performance assessment to define an individual's behavior. He summarizes that as soon as he receives a comment, he respects the difference between what he expects and what he is virtually doing and takes corrective action. Social cognition is entirely brick-based, explaining that his view of motivation is motivated by the interaction of three key elements. Employees agree to do what they do at the company. People thinking and believing in their abilities help explain their overall performance. As a result, if your character's abilities aren't fully self-understood, they may not behave as expected. Another way to assess the overall

performance of a hit is to use a verbal exchange method. This method is referenced with the help of 122. Administrators use this device to emphasize communication, exchange comments, install goals together, and provide training. In the middle of 12 months, we will review on demand the success of our dreams and the progress of our private improvement plans. Another studies focus on the realization of dreams and the assessment of behavior as workers achieve their goals and effects.

2.1.6 Green Reward Management

Managing green rewards is another important feature of GHRM. The sustainability of a company's overall ecology performance clearly depends on the company's green compensation management practices. Green reward management helps managers and part-time employees become enthusiastic about corporate environmental management projects. Companies can exercise it with approaches, which consist of a monetary approach and a non-monetary approach. In some groups, employees receive monetary rewards (incentives, bonuses, money, etc.) for accurate overall ecological performance. In some other companies, employees are not financially rewarded for their excellent environmental performance (awards / unique popularity / honor / awards). The Green Rewards machine is a reward package designed to honor individual employees with a variety of green skills and the realization of ecosystem sustainability. Green reward devices may be offered in the form of slight blessings, bonuses, salary increases, popularity, promotions, and gratitude, based on a completely green effort¹²¹. Land where some groups effectively reward good overall ecological outcomes, practices and ideas by integrating environmental standards into income reviews. Due to the lack of financial rewards, many groups, including Monsanto, Dow Chemical and ICI Americas Inc, have been awarded reputed awards for overall environmental performance. Such interest raises staff awareness of environmental services¹²². When it comes to workforce excellence, it's

also a good practice for some organizations. There are many ways companies can use to express environmental excellence within their company. For example, at important meetings, Coors managers award employees who participate in successful environmental programs¹²³. In addition, many organizations need to offer a variety of popular packages to change the level of overall environmental performance of their employees. The main achievement of Reputation Rewards is to be offered at a unique level within the agency. Innovative Environmental Initiatives / Performance Awards Software rewards are also needed to inspire some creativity and innovation from many employees. Providing incentives to encourage recycling and waste management, supporting flexible schedules and telework, and reducing long company commuting can also be considered green compensation management practice¹²⁴. Many green implement management practices. They have an environmentally friendly reward / praise system, a custom application to praise the acquisition of green skills, the use of primarily monetary rewards (bonuses, cash, fees) for environmental management, and full environmental management. Use of non-monetary rewards (savative, primary-based environmental management rewards (bonuses, dinner, exposure, external roles, daily praise), effective environmental management rewards (speech), promote green responsibility / citizenship private praise plans for everyone to do, linking thinking schemes and reward devices, advancing participation in green tasks / professional interests (managers support employees in environmental management) (Promoted) and linked to the use of eco-tax breaks. Traditional understanding is that a well-designed recognition system can help motivate staff to achieve outstanding levels along with overall environmental performance. Rewards gadgets are a good indicator of the seriousness of an organization's efforts to monitor environmental sustainability. Green Rewards Control has contributed significantly to encouraging managers and part-time staff to take corporate environmental

management initiatives¹²⁵. At some companies, staff receive monetary rewards for excellent overall ecology performance (incentives, bonuses, cash, etc.). In some other organizations, employees are not paid financially for proper overall environmental performance (awards / special awards / awards / awards) ¹²⁶. Therefore, green compensation management refers to a systematic way of designing and implementing strategies and guidelines for rewarding employees and groups that effectively contribute to the execution of environmental management projects in the office. Compensation management is one of the key motivational elements supported by the AMO concept. This concept shows that motivated employees tend to perform better, so companies have a responsibility to motivate them to perform better. With this in mind, managing green compensation is important for instilling a green lifestyle in your employees. Therefore, green employees will be offered both financial and non-monetary compensation to effectively fulfill the aspirations of an environmentally friendly company.

Literature reveals that compensation are the most effective HR exercises for linking company profits to employee performance. This confirmed the importance by stating that green praise and repayments have a positive impact on the environmental performance of the production group. However, they also found that green praise and rewards were not widely used within production companies. This explains why, as shown in green, there is little knowledge of how to use GHRM's general performance evaluation and praise management practices to motivate staff to behave¹²⁷. I can do it. Initially, providing financial incentives is essential to praise employees when they impose environmentally friendly performance aspects on their work. In addition, it is very important to give staff non-monetary rewards such as greening rewards and reputation. Non-monetary rewards, including rewards, can be argued to further motivate staff ¹²⁸. Others argue that the combination of monetary and non-monetary compensation enhances the quality of

employees¹²². In addition, diagnosed six sub-attributes of green rewards and the structure of praise¹²⁹:

1. "Benefits of Green Tour for Employees"
2. "Economic incentives and tax cuts"
3. "Green popularity for environmental management"
4. "Bonus payments to employees who exceed their environmental goals"
5. "Reward for innovative environmental ideas"
- 6th `` Green Team Excellence Award"

In the field of green job performance, it is underlined that green rewards help achieve employee satisfaction which contributes to the creation of a better environmental performance. Consequently, by rewarding the employees for their engagement in environmental practices, the corporate green goals can be accomplished ¹²⁵.

Additionally, EM could gain advantage from the reward and compensation systems if it focuses on the engagement of eco-friendly behaviour¹²⁹. To attain this, the reward systems need to be designed in such a way that they reflect the management commitment to Environmental Performance whilst strengthening and prompting the employee's environmental behaviour ¹²⁷. Through management commitment the employees' engagement is increased by participating in eco-friendly initiatives and developing a more environmentally responsible attitude. A successful reward program that has the purpose of motivating employees' environmental behaviour should be aligned with the results of green projects in the organization or firm ¹²⁸. There are several types of green reward practices such as monetary-based rewards (bonus, cash etc.), non-monetary-based EM rewards (gifts, leave, etc.), recognition-based rewards (awards, publicity, daily praise, etc.) and positive rewards in EM (positive feedback) ¹²⁹. All the above-mentioned rewards prize the employees who are the most dedicated to achieving environmental goals and

contribute to the environmental sustainability. Also, these rewards value the middle management who motivate their subordinate to follow green practices ¹³⁰.

In the same vein, recognition-based rewards have greater impact on the employees' engagement to the environmental practices compared to other types of rewards ¹²⁶. Additionally, organization can adopt green reward management practices by linking the employees' participation in green practices with benefits such as career promotion or by providing incentives to promote eco-friendly practices such as waste management and recycling. Last, the adoption of green reward practices can promote the employee's green creativity and innovative ideas in their individual jobs ¹³⁰.

2.1.7 Green Planning and Recruitment

Human assets planning is the hyperlink between organization typical strategy and the function of human aid control in the company. The strategic plan suggests human assets management a way to attract, recruit, train and keep human resources¹³¹. Human resources making plans calls for a clear strategic plan which includes operations or different managerial activities performed by human resources branch, which includes recruitment, education and improvement of group of workers within the business enterprise. This necessitates the gathering of correct, sincere and sufficient data for the adoption of decisions that include the ongoing achievement of the organization¹³². Recruitment procedure means where applicants choose their employers and the motives employees desires to be part of an company ranges from organizational characteristics like rank, paintings, environment, and status to repayment, like performance primarily based salaries, advantages, and bonuses. Based on this, the main goal of any company's talent planning is to introduce specific ways to improve human capital to meet the dreams of the organization from a financial development perspective. The Human Resources Development Plan outlines the goals and means of achieving business goals. This

includes the following: Attract a large number of people who need the right talents, knowledge and skills¹³³.

Recruitment and selection is a two-way approach that means "the character decides the company and the company chooses the character. Previously, it was the process of meeting people seeking activity and job seekers. It's appropriate. Miles of practice in finding the right man or woman at the right time in the place. Recruitment and selection in an organization always involves some investment¹³³. Describing recruitment as "a way to create a pool of successful people that can be used to hire with an employer." Recruitment is further defined as "the applicant pool provided by the applicant's source, in addition to the information provided to the applicant about work needs and rewards¹³⁴. A human resource plan is "sufficient, qualified, and equipped to link a company's human resource needs to a strategic plan so that its staff can achieve the company's objectives and typical tasks. It was advocated as "how to guarantee"¹³⁵. Maintaining positive profits and reducing turnover of company employees in a constantly changing environment is an important organizational factor. Employer survival and growth ensure that the right time and the right type of staff are in the right place at the right time for the right position and the feasible succession of a particular right position. It is the most important responsibility fulfilled by the staff inheritance plan to do. People who are already active in the organization ¹³⁶. Planning was ported once every 12 months. It is usually taken over by top management to insist on the management of the center or to fulfill its obligations to shareholders without knowing their wishes. But the plan must be more than a diagram showing who will succeed who. First of all, you need to determine the external environment that your fate choices and staffing will target. It must imply an organization's capacity form and size, as well as its determined future position. Traditional to leadership due to the ever-increasing size and complexity of institutions,

changing values, expert concerns, international competition in staff composition, most of these factors, and many other variables. The approach is outdated. Modern trends require additional complete and additional strategic perspectives to recruit, use and retain valuable talent. Human resource management cannot be delegated as intentional uniqueness. HRM strategies need to adapt to a proactive approach, as HRM involves investment decisions that have long-term implications. Employees are the most important stakeholder, and that stakeholder must be known to management¹³⁷. The nature of the work and the way managers organize the paintings are important factors that influence human aid activities. Therefore, task evaluation is important for recognizing work ¹³⁸.

The task analysis process leads to records.

1. A job description that implies something that accompanies the entire process (tasks and obligations assigned directly to the job, process titles, tasks, machines, equipment and devices, operational status and risks).
2. A description of the task. Skills that an employer must have (education, fun, school education, judgment, skills, communication skills, etc.)¹³⁸.

2.1.8 Green Employee Relationship

HRM's Green Worker Family members refer to the current state of friendship between the company and its employees. Some blessings from this relationship are employee motivation and increased productivity in the workplace. Employee relationships include employee participation and empowerment activities, and can also prevent and resolve issues that occur in the work environment and affect painting strategies¹³⁹ "Great family employees are an intangible and lasting asset and a source of positive benefits for any business." Engaging employees in green tasks is a green encouragement for employees. Share skills, dreams, and motives to create green controls. Manage practices and systems

with an approach that involves reducing waste and pollution from the office and using resources particularly efficiently¹³⁹. In addition, empowering people can definitely impact staff performance and productivity while attracting personality and problem-solving talent. Finding environmentally and socially friendly marketers at Agency can stimulate employee involvement¹⁴⁰. All the innovative ideas that come out of the agency's employees every day are welcomed. This exacerbates their hobby for everyday environmental problems¹⁴¹. Management, on the other hand, is responsible for transforming the company's ethical behavior into the normal lifestyle of an organization or institution, creating a daily work environment where all employees are free to bring their ideas to green problems. Therefore, achieving green outcomes without delay is linked to the daily diligence of employees¹⁴². Related employees are an aspect of HRM that deals with starting amicable business-employee dating. This relationship motivates staff and increases productivity. Basically, an employee's relation includes employee participation and empowerment. It also allows you to avoid and fix problems that may occur in the workplace that may affect your painting. The truth is that a nice working class relation is an intangible and lasting interest and a positive source of interest for any organization. Employee involvement in green tasks increases the likelihood of green management by balancing employee desires, talents, motivations, and awareness with green management practices and systems. For EM employees, it was described as an improvement in the EM structure as follows: Green Useful Resources. Some of their colleagues have concluded that personal empowerment definitely impacts productivity and performance, allowing one person to ask questions and solve problems¹⁴³.

An important way to encourage employee participation and participation in an organization is to routinely find entrepreneurs within the organization who are social or environmentally oriented, enjoy environmental tastes, and make good use of their skills.

Organization should create a participatory work environment where employees can roughly position their thoughts on green issues because HR staff routinely put pressure on management and employees are actually responsible¹⁴⁴. The desire Enforcement of Moral Issues Corporate behavior responsible for the life of a company is an organization. This means that the success of green results depends heavily on the willingness of employees to work frequently every day. The great ideas come from employees who work accurately in this place. The scope of relationships with employees can be expanded daily with the help of launching an offer system within the organization¹⁴⁵. The system gives every employee at the lowest level the opportunity to contribute daily to the system. This exercise will help raise awareness of green subjects, as well as the emergence of new ideas for practices from extraordinary resources. IBM UK has motion crew software. It offers daily offers to encourage employees and their relations to participate in local environmental missions on a daily basis¹⁴⁶. The various benefits of employee participation are the development of employee and organizational health. In addition to improving the workforce safety. We advocate maintaining local guidelines, which may build long-term acceptance of management and employees daily, giving employees the opportunity to express their personal ideas in the workplace. Daily management practices and structures to give daily and contribute to a climate-friendly daily life.

2.1.9 Employee Job Satisfaction

Employee job satisfaction is a term used to describe whether an employee is happy, satisfied, and fulfills his goals and desires while working. Many measures contribute to the fact that employee joy is an important motivation for workers, achievement of workers' goals, and favorable work ethic at the work place¹⁴⁷. Basically, employee well-being is a measure of how satisfied people are with their work and work environment. In this observation, employees have the opportunity to take pride in their merchandising and

career advancement, including professional development, employment security, work assignments, repayment policies, activity obligations and performance. The exam also offers a variety of ways to increase employee satisfaction¹⁴⁸. Despite extensive efforts in social science research and daily life, employee satisfaction may not yet be widely agreed. In fact, no one makes employees happy. A good writer has a good definition for defining the joy of staff. The following text shows some of the most commonly used definitions. Staff pride is described as a collection of emotions and beliefs that employees have about their current job. Employee pride can range from very satisfied to very dissatisfied¹⁴⁹. Overall, it's a lot like the towering attitude of their work. Employees can also take attitudes about various elements of work, such as form of work, colleagues, bosses or subordinates, and wages. This is the opinion that staff satisfaction is defined as an assessment of the staff's own work related to related issues that is essential to the staff. Similarly, it concludes that employees like trending jobs, As a result, they admire it and feel better about it. They also state that employee pride is a private attitude of workers close to the workplace, and that thinking is an emotional reaction to tasks that can be huge or negative¹⁵⁰. While companies may adopt interrelated personalization and / or coding technologies, their global know-how management strategy is always the development, implementation and selection of human resources development (for high performance structures)¹⁵¹. It claims that aspects of selection, extensive training, and active participation are needed, performance overlay assessments and incentive-based rewards. Understanding controls, when such human resource practices are designed and properly coordinated, helps organizations maintain their positive advantage and improve the company's performance¹⁵². In a date between information management and company-wide performance. The findings show that staff satisfaction has a direct impact on the company's performance. In addition, employee enjoyment is of various importance, along

with task participation, work involvement, work motivation, work involvement, lifestyle pride, mental health, painting exposure, and withdrawal behavior. It was observed that it was quite attracted to various task-related variables. Employee well-being is described as an employee's emotional attachment and / or identity to the company and is what the employer wants to see from a group of employees¹⁵³. It was finds that happiness is essential for employers, as happy employees tend to stay in the same company longer than dissatisfied employees because they enjoy their work¹⁵⁴. A happy employees are more encouraged and diligent than angry employees. He states that happy employees will respond to the company's performance with the help of running. In addition, satisfied employees can be more satisfied with their work¹⁵⁵. Similarly, this is also an employee's pride in offering a first-class extraordinary, so employees are team, just as this happy employee is always looking for progressive practices in work¹⁵⁶. Therefore, it is very important for a company to gain motivation to persuade its employees. A study states that U.S. employees were particularly interested in colleague satisfaction, pride in supervision, and salary enjoyment, but not so much in progress pride, work enjoyment, and organizational commitment¹⁵⁷.

2.1.10 Employee Retention

This is not possible for all organizations to succeed or survive without top-notch staff. All organizations are eager to have professional, competent, unwavering, dedicated and hard-working staff to achieve the company's goals¹⁵⁸. In addition, it is imperative that companies retain high quality and competent employees. In this way, employees with long-term agency connections are accustomed to all the regulations and guidelines, systems, guidelines, and working environments of the organization, so the time required

to analyse and change new ones will be shortened¹⁵⁹. Reform of the organization responsible for each current and future employee.

HR also includes training on job description, selection and recruitment, orientation, training and development, salary and wage resolution, job posting and publishing, and HR management plays an important role in employee loyalty¹⁶⁰. Therefore, the following are some of the roles of HR management in employee retention. When an employee leaves the organization, the HR manager is responsible for determining the employee's motivation for retirement. All employees who leave the company must provide a good reason to leave. Employees can also have many motivations to quit, such as inadequate salaries, lost career opportunities, terrible acquaintances with bosses, terrible working environments, excessive workload and stress, and long business hours¹⁶¹. The HR department can create a committee that helps a company understand many reasons why it should leave an employee. Recruiters need to communicate directly with employees and discuss a variety of issues during normal periods in order to identify the issues they are actually working on and to understand their perspective. This is to give greater importance to employee loyalty. Human resources managers strive to resolve employee anger by providing effective answers¹⁶². If staff goes down, recruiting and training new and appropriate applicants can be a difficult process for the organization. The HR manager checks the files of all employees who leave. Human resources managers also identify employees who are productive, skilled, and exactly what the employer needs to retain those employees. When a staff member leaves a competitor's agency and becomes part of the agency, the company is awarded a lot. Therefore, HR managers need to take precise steps to maintain a satisfactory level of expertise before the scenario becomes unmanageable. The HR manager ensures that he is hiring the right candidates and that the selected candidates are in the right positions according to his area of expertise and

interests. If the candidate is not currently interested in the job and belongs to his area of expertise, he is seriously looking for his profession ¹⁶³. Human resources managers want to be more aware of candidate recruitment and location so they can stay longer. Most employees work in cash. Some employees may work below expectations with lower salaries and profits, but they leave the company whenever they have a better opportunity. The HR manager is responsible for observing market trends, asking about expectations of workers' interests, and ensuring that staff are provided with justified and desirable income to maintain them¹⁶⁴.

On the other hand, staff can also leave the organization if employees are unable to find HR practices that help them develop their performance and skills. The HR manager is responsible for preparing various activities and school applications for staff. It also helps staff hone their skills and understand and study more than just ordinary working. Human resources managers are also responsible for motivating employees to participate in selective sports that are important to their overall growth. In this way, employees find their work more exciting and stay in the company. All employees want to be liked and recognized for his or her very overall performance. In addition, HR managers use a variety of motivational strategies such as overall performance-based incentives, prizes, and certificates of excellence, advertising, popularity, activity enhancements, and free rides. They evaluate the overall performance of staff and encourage them to improve their performance in the future. From time to time, HR managers send emails about employees' birthdays and anniversaries and put together a bouquet for them as a small gift from the organization. This creates a comfortable environment and a sense of belonging, and gives staff a peace of mind and comfort¹⁶⁵.

Recruiting managers are also responsible for reviewing employee performance to see if they are involved in the work. From time to time, employees try to find alternatives while

their work proves uninteresting and does not provide professional development. In this example, the HR manager can also take over an employee's job through job rotation to keep the employee's job. In essence, the purpose of GHRM is to increase the productivity of the company by improving the contribution of workers to environmental management. Over the last few years, the role of HRM has evolved significantly, requiring a major overhaul of HR systems and positions. The constant change in the situation, management and organizational structure of commercial enterprises has forced the human aid industry to regulate its views on its characteristics and roles. Globalization, liberalization, and privatization of commercial activities have created many opportunities for staff. Therefore, employee retention has emerged as a basic pre-control project¹⁶⁶. In this regard, these groups are currently trying to decentralize and pool their activities and increase mobility practices group. Meanwhile, Pinnacle Management assumes that HR is emerging in another part of the traditional process and is looking for a more integrated and decentralized support role. In this way, HR functionality needs to be decentralized and vulnerable to specific line controls. In addition, maximization of staffing and considering it an important part of our business methodology, as well as our finance, marketing and manufacturing departments. However, Vodafone's HR management is responsible for incorporating useful ads into all components that require accurate skills¹⁶⁷. Selection, recruitment, training, redemption, and overall performance evaluation. The Human Resources Department is also responsible for investigating, imposing and recommending employee retention strategies. Employee retention practices include promotions, incentives and bonuses, school applications, advanced work environments, advanced relationships with subordinates, inflexible business hours, and increased sales.

2.1.10.1 An Overview of Retention Strategies

Retention strategies can be defines a method as a long-term organizational course and scope that benefits a changing environment through the composition of resources and competencies aimed at meeting the expectations of stakeholders. Retention strategies as a plan that organizational controls play a vital role in the market, attracting skilled employees, pleasing customers, competing effectively, doing business, and achieving corporate goals¹⁶⁸. Employee retention techniques relate to the types, plans, or selection behaviors that a company brings to maintain the performance of competent employees¹⁶⁹. Researchers have observed that during proper employee retention techniques, employees are likely to stick and realize their corporate dreams. Adopted and implemented by the company. Employee retention, on the other hand, is defined as a voluntary step for a company to create an environment of long-term employee restraint. In their view, this binding date must be permanent and constant, and general values and the way the organization responds to the employee's wishes should link the employee to the company¹⁷⁰. The general purpose of retention is to prevent the loss of skilled labor from the company, which can adversely affect the productivity and transportation of the vendor. Creating a method of loyalty approach to put staff's wishes and expectations at the heart of the agency's long-term schedule, in a way that ensures professional satisfaction of employees and creates a reliable partner search. Because of this strong relationship, employees are entirely free will, and in the context of existing observations, individuals take into account selection retention strategies that include motivational variables to unite and engage employees stay in the organization through your selection¹⁷¹. Attracting and retaining employees encourages his company to remain and be considered his chosen employer. Motivational variables such as employee training, education and development, career development, and even a better work environment and environment are factors that affect the lives of employees in the company. These are important motivational variables

that can maintain bonds. Apart from the above motivational factors, there are other factors that improve attachment practices: intent, control/ leadership abilities and styles, task progression, technology reductions, benefits, and other economies. Includes how to set a profit.

2.1.10.2 Retention Strategies in Organizations

Several factors have a significant impact on employee retention. These factors include, among other things, compensation structure in business operations, career and promotion improvements, co-management feedback, process content, and supervisory support. Researchers are currently discussing all of these retention factors and their perceived importance for employee retention in areas that are relatively competitive with banking companies.

Remuneration, Rewards and Popularity of Employee Value

Rewards are the greatest effort to acquire and maintain professional knowledge. Honesty salary is the basis of contractual and implicit agreements between workers and employers, and the basic assumption is that money can influence behavior¹⁷². Rewards are what agencies provide to employees in response to their achievements, strong contributions, and at the same time their dreams. There are different types of rewards. These include bonuses, awards rewards and bulk merchandise. Retrieval plays an important role in activity satisfaction as it meets basic needs and makes it easier to reach higher levels of dreams. Employer redemption machines affect an employee's performance and willingness to hire. As a result of achievements and contributions, organizational rewards are the benefits given to staff in gratitude and manifest themselves in a strong offer to attract and retain them¹⁷³. If employees do not forget these rewards as a quality feature of gratitude, they stop thinking about other companies' opportunities. Effective redemption techniques often give agents a competitive edge by improving their ability to attract and

retain staff. The most important element of rewards is the disclosure of how these rewards are calculated or set. Know-how on repayment and benefit options affects deductions. Employees are more likely to stay in the organization, especially if they have a good understanding of the rewards and movements that are important to receiving rewards. Again, employees tend to feel the organization's capabilities, diagnose and like their efforts and contributions, and then stick to the organization¹⁷⁴. Their decision to maintain employee performance and employment offers from the machine of corporate admiration. Employees who are happy with the organization's compensation find it suitable to eliminate this type of aggressive compensation and choose to stay in the company because they can't find such a reward anywhere¹⁷⁵. Many studies have tested employee compensation, compensation, and awards that affect employee turnover and retention rates. Employee involvement is facilitated with the help of an incredibly aggressive wage system, which internally attracts and retains superior employees. One of the most important factors affecting retention is the connection between employees and managers. The boss is the image of the company, and they strongly encourages employees' views of the company¹⁷⁶. Employees are much less likely to leave the company, and they are particularly committed through good advertising and open communication with managers. The supervisor acts as a hyperlink to run the program between the set goals and expectations. By harmonizing competing requirements, they help to deal with both the outside and inside working environments. If the relationship is not good, the staff will look for other employment opportunities and vice versa. Employees are quitting their current job, as support from managers is so important to employee retention¹⁷⁵. It is also important to note that collaboration between workers and their bosses is a major issue that affects employee loyalty. The manager is the "human face" of the company. Therefore, an employee's reference to his or her boss has a significant impact on the employee's opinion

of the organization. Given the above, manager's guides are an integral part of ending employee trends and creating high workplace participation by establishing solid dates and casual interactions with employees. That's really interesting and obvious. Companies need to have supervisors or managers in place to properly determine where workers make decisions¹⁷⁷.

Again, employee-manager relationships are one of the most important factors affecting employee loyalty. It should be noted that with solid guidance, employees are much less likely to leave the company and become more involved through proper relationships with their bosses and casual verbal interactions. Eligible employees with the desired positions may have other options for similar positions, but maintaining them means creating similar positions, but maintaining the means providing support and developing strong operational collaboration. In beautifully quoted observations, found that staff wanted uncomplicated supervisors to distinguish, recognize and treat them fairly. It also demonstrates effective workplace behavior by having reputable and valuable employees actively participate in the company's policies, increase participation in work, reduce absenteeism, and reduce volatility. Excellent working weather, which is a factor in determining an employer's performance. This factor is related to the organizational tradition and practice of treating staff as an asset rather than a cost. Staff commitments can be developed in harmonious painted weather and staff should not be stressed under any circumstances. Employees are one of the most valuable sources of information for organizations that actively sell high-quality environments and value workers' contributions while achieving a true work-existence balance. For this reason, the author suggests that the best working environment includes aspects of the business place such as fun and laughter, the organization is a unique place for work, and the company is the organization of choice. This dynamics is definitely implemented, but it's a workplace that values employees and their talents¹⁷⁸.

Another crucial factor in employee involvement is management's perception of the importance of individual and family life. For some employees, personal priorities and circumstances distinguish between retirement and stay. People will stick to companies that effectively remember and care for relatives and other private needs.

Challenging and Interesting Jobs

Employees want to be inspired by innovative challenges or go where they are happy. Providing employees with difficult tasks using well-defined performance metrics and comments is important for an over performance environment where employees can achieve their personal goals¹⁷⁹. Employees want a job with a wide range of tasks and many challenges. Therefore, if your work specifically involves the fulfilment of your normal overall responsibilities, the chances of motivation and turnover are especially high. Employees who feel that the employer does not offer challenging and exciting work, do not have the freedom to be creative, have no opportunity to develop new skills, and lack autonomy, have negativeness and loyalty to the agency. It was much more likely to express the lack of communicate & help conversation is the vast element in accomplishing the goals of the company. The employee dedication depends upon the way wherein performance feedback is supplied. High acting employees are specifically interested in receiving frequent, unique feedback. Comments is the amount of records employees acquire about expertise well or information poorly they have got performed. It acts as a channel between the employee and the employer. The employer can make positive or negative comments to the staff. These comments help workers determine overall performance and identify areas that need improvement. If you don't protect your remarks, staff will be discouraged, which will lead to employee absenteeism. In view of this, believes that effective conversations strengthen the staff's identity to the company and increase their gratitude for the success of the company, normal two-person

communication with employees has proven to be an essential aspect of creating trust and gratitude¹⁸⁰. Further training and career opportunities.

Employees view talent development opportunities and career advancement as the company's main attraction¹⁸¹. Reiterated this statement that career development opportunities are considered essential not only in the context of men or women, but also in the context of the organization. To stay competitive, companies need talented people, and employees need career opportunities and skills development.

Training provides staff with accurate skills or allows them to correct performance degradation. Development, on the other hand, is an attempt to teach an organization the skills of its staff to fate. Human resource development should include basic skill development, technical, interpersonal communication, or dispute resolution. Educational and training opportunities are very important to both the organization and personality. This is a system of mutual benefit, as professional development has intrinsic consequences for each party. The group seeks talented employees to maintain sustainable and positive performance, and individuals need career opportunities to develop their skills. In step with this, education is a picture of an employer's commitment to a team of workers¹⁸². For key organizations, providing employees with a variety of career and skills development opportunities is the key to attracting and retaining the kind of flexible and technologically mature companies that need to thrive in the virtual economy. It shows that it is a career boom, education, and improvement are the top three key points to stay up to date. If a company can provide training, mentoring related to career goals, empowered growth of employees, etc., the chances of staff being loyal in the end are significantly increased. Three main reasons people continue to work are, professional growth, learning and improvement. It is widely believed that a good boss has the opportunity to deal with difficult situations and increase work that matches the skills and ambitions of employees.

The real boss helps employees expand their work, expand their talents, and stay up to date with the latest improvements in discipline¹⁸³. Career improvement opportunities are a process of mutual benefit as they have a significant impact on both sides. HR skills that retain career-related characteristics can enhance the information, talents, and skills of an organization's modern and competent workforce and improve the retention of talented employees. As always, by taking advantage of the company's development opportunities, employees will be able to live with companies that live up to their expectations and understand their skills and abilities¹⁸⁴.

Being extra, the staff work with loyalty and extend their greater efforts as they want to experience it. As various studies have shown, employees are not willing to quit their jobs as long as they know each other and feel they are growing¹⁵¹. From this, it can be inferred that the opportunity to improve professional skills has a beneficial effect on employee loyalty. Looking at the retention techniques that organizations can use to retain key persons, it is clear that these strategies alone cannot guarantee the continued loyalty of high-performing employees. Therefore, organization may develop a comprehensive retention program to allow key employees to be retained until some point after justifying a large allocation of funds with the help of employers. It is important. Managers also need to make the best use of these employees to make a meaningful contribution to the successful recognition of an organization's objectives and goals¹⁸⁵.

2.1.11 Career Development Opportunity

Career Development are considered an integral part of employee retention, an individual may undergo to evolve their occupational status. It offers series of programmes and activities designed to match an individual's needs, abilities and goals with current or future trend opportunities in the organization. Consequently, career development consists

of personnel improvement undertaken by the individual employee through the training, education and development programme arranged by the organization. Activities like screening, training and development, and appraising serve two basic purposes in an organization. First, their traditional purpose has been to staff the organization—to fill its open positions with employees who have the requisite interest, abilities and skills. However, these activities are taking on a second role of insuring that the long-run interests of the employees are protected by the organization and that, in particular, the employee is encouraged to grow and realize his or her full potential. The basic implicit assumption, underlying the focus on human resource planning and development is, that the organization has an obligation to utilize its employees' abilities to the fullest and to give every employee an opportunity to grow and to realize his or her full potential.

Career development is proactive initiatives that the individual employees and organization undertake to realize growth and personal development and it is spread out throughout a person's career life (Kurdi & Alshurideh, 2020)¹⁸⁶. It is also based on finding career goals and opportunities and adjusting behaviors to meet the set goals of the organization and developing the behaviors to advance careers. The organization can aid the development of employees' careers through facilitating the training programs, adopting organizational structure that allows for job enlargement, enrichment and rotation as well as mentoring, coaching and counseling the employees on career life (Kundu & Lata, 2017)¹⁸⁷.

Aside from improved performance, training and development provide opportunities to grow their career and advance in the corporate ladder. Alternatively, lacking skills, knowledge and attitudes by employees is likely to lead to dissatisfaction and frustration and eventually result in high employee turnover rate. Karimi (2019)¹⁸⁸ revealed that

training and development considers the on-the-job and the off-the-job training programs, assessing the trainees needs and incorporating it into the training content, acquisition, retention and application of skills and knowledge and feedback mechanism that will improve the effectiveness of the trainings shown in employee productivity. Career development also looks into mentoring and coaching which aims at improving the capacity and capabilities of employees to handle their work tasks and execute their mandate. Mentoring is about the relationship between the mentor and the mentee, where the former impacts skills, knowledge and experiences to the mentee for a long period of time and Kiguru (2018)¹⁸⁹ also reveal that for coaching, it takes places between the coach and trainee and the focus is on improving performance through training and guidance. Azeez (2017)¹⁹⁰ noted that employers and organizations that have a mentoring program lead to new hires to easily and quickly acclimatize to the new working environment, the organizational structure and culture translating to higher output. At the same time, mentoring and coaching employees can help the management in identifying potential high performing employees that can form the cornerstone in terms of organizational productivity. Mentoring and coaching leads to identifying what an employee is good in and what challenges they face and measures to remove the hurdles, thus resulting in high employee satisfaction levels and eventually retaining them at the firm. Coaching and mentoring programs can take the form of one-on-one meetings, smentoring and coaching, formal and informal mentoring and coaching programs (Ukeni & Reynolds, 2017)¹⁹¹. Career development in this study was a measure of training and development, mentoring and coaching, job enrichment and career planning in an effort to improve retention rates for the achieve its strategic objectives and for the employee too to achieve competence in performing their tasks more effectively

2.1.12 Green Motivation of Employee

Motivation is the ability to awaken and maintain a commitment to the path of movement, both inside and outside a person. They further argued that motivation is a function of three key elements. Try setting your organization's goals and needs. Therefore, motivation is a mixture of worker preferences, skills, and energies directed to achieve a particular force, perhaps the goal of an organization or action¹⁹².

2.1.12.1 Green Factors that Affect Motivation of Employee

A study suggested some things that could affect your motivation. These factors are personal differences, professional characteristics, and organizational differences¹⁹³.

Individual Differences: The exact needs, ideals, behaviors, interests and knowledge that people bring to work. This is because employees are clearly so unique and attractive to one employee, but not to another. Some workers may be driven by monetary gains (wage), they may pursue jobs with excessive financial gain, while others give them more than extra money. May also pursue a job that provides safety.

Job Characteristics: Describes the type of business an employee needs to perform. This includes the limited and content-related rigors associated with tasks, such as the skills required to run a project, the importance of the task, and how to respond to the task the employee is performing. As an example, employees who find their work worthless may find it more humiliating than those who take pride in neglecting their work. Such workers tend to be inspiring and are currently more efficient than those who are not.

Organizational Practices: Tips and concepts known as code of conduct, control practices, HRM tactics, and reward systems that organizations use to guide the manual behavior of employees inside and outside the company. This means that the way a group

chooses to interact with an employee plays a major role in how the employee sees the employer, which influences their area of engagement. Institutions that provide the right regulatory and praise structures that employees find attractive have a great opportunity to increase employee productivity and thereby improve the company's performance.

2.1.12.2 Types of Motivation

Extrinsic Motivation

Extrinsic motivation refers to specific rewards consisting of benefits and fringe benefits, security, advertising, provider location, image environment, and condition of service²²². This is what needs to be achieved, or what people need to inspire them. They are often determined at the organizational level and can be primarily outside the control of HR managers. Extrinsic motivation can have immediate and effective effects, but it will not necessary last for a long time¹⁹³. A study suggests the following incentives for employees. A key component of the reward system. This is the employment rate, which means that the organization attaches great importance to each job process. Payment that inspire employees and organization by rewarding them based on performance¹⁹⁴. Private or special allowances, lack of unique skills or facts, positive categories of professionals or librarians, or items related to long careers. A benefits blessing consisting of paid leave and pensions. The wage rates of various libraries and data facilities should also be taken into account when determining a company's wage structure. Many organizations claims that money remains the giant's greatest motivational strategy. As early as 1911, Frederick Taylor and his accomplice in scientific management described money as the most decisive factor in increasing the productivity of business employees¹⁹⁵. Taylor

recommended the establishment of a wage incentive system to encourage workers to carry out task, and be more committed, and ultimately be satisfied. Money is highly motivational in that it symbolizes intangible dreams such as protection, electricity, status, accomplishment and success¹⁹⁵.

Studies shows the power of cash motivation through the type of activity preference. He explains that cash has the power to attract, retain, and motivate individuals to perform better. For example, if a statistician offers another process that has the same characteristics as the current process, but with greater financial admiration, the employee may be invited to accept a new job. A study suggested that managers spend money to praise or punish employees¹⁹⁶. He said this was completed by valuable staff skills to improve performance, taking advantage of the lack of process concerns. The desired for promotion and better salary is an additional boost for employees. Regardless of how the company is computerized, overall performance depends heavily on the motivation and performance of the employee group. One way managers are motivated is to provide others with relevant records of the results of their actions¹⁹⁷. For researchers, further develop the way the department speaks and cooperates, and cooperate with each other. Information availability provides the effective burden of having two or more people walk together and run faster than if they were jogging alone without being familiar with the pace of their competitors. This means that subordinates compete with each other due to the flow of statistics. Companies often use non-coin hedonistic products and offers as rewards. Objects related to joy oppose larger practical devices¹⁹⁸. While considering whether to make additional attempts to gain benefits, including this, the worker should expect the presented object to be of real value to him. The hedonic nature of incentives provokes an effective response to incentives, which are more prominent attributes than the coined words of incentives. This truth guides people to use their emotions as statistics

in determining the value of motivation¹⁹⁹. Due to the fact that these emotions are difficult to monetize, cognitive and motivational power makes it possible to inflate the perceived cost of the award.

Intrinsic Motivation

This is related to the mental rewards of the ability to use one's abilities. Commitment and success, gratitude, and a straightforward and compassionate approach. Mental rewards are generally determined by the movements and actions of individual managers²⁰⁰. The essential motivation is based on the fact that you are interested in a comfortable work lifestyle and are unique to the individual rather than being imposed externally on time²⁰¹.

2.1.12.3 Green Motivation and Productivity of Employee

Typically, research on the impact of motivation on administrative center productivity has attracted considerable attention in the control component; However, it is mostly ignored with the help of most establishments. This may be because the concept of motivation is complex and relative in the sense that what may also appeal to one character will not appeal to all others²⁰². In general, most entrepreneurs Industry through the use of incentives are all trying to find methods to inspire the pressure of their paintings. These offers will take the form of race-specific situations, paint environments and cash backs, among others. Incentives are considered as variable bills (financial and non-monetary) that are paid to workers or employees primarily based on the amount of output or efficiency achieved. However, these can be seen as bills made with the aim of boosting people's performance and productivity levels to achieve additional goals²⁰³.

Incentives can also be described as any compensation, other than base pay, or wages that vary depending on the workforce's potential to achieve positive standards, including ways

of predefined approaches and the dreams and goals of the organization²⁰⁴. Therefore, it can be concluded that there is a hyperlink between motivation and productivity, this is due to the fact that loss of motivation leads to reduced productivity. Capacity and vice versa. In addition, previous research has found that at various points in time low levels of productivity are indeed observed across all institutions, whether governmental or non-governmental, in Nigeria. Sufficiently motivated which may or may not be monetary²⁰⁵. In terms of productivity, labor force contributors can also vary according to how much it costs them to the business, however, not limited to the sports they perform. how well they practice those sports; Often, an organization's performance depends primarily on the productivity levels of its workers and the various departments that make up the employer. Therefore, it is imperative for companies to fairly reward their employees mainly on the basis of their relative productivity and overall performance ²⁰⁶.

Then, in order for employees to perform at better levels, a business enterprise has an important element to ensure that it specifically motivates the participants of its staff to attract, retain and improve the productivity of individual workers and the business as a whole.

2.1.13 Relationship between Green Human Resource Practices and Employee Retention

Human resource management plays a role in achieving sustainable development and preserving the environment, where it refers GHRM is to use human resource management policies in a way that contributes to promoting sustainable use of resources in the organization, to make it environment friendly. It also increases my awareness employees, and enhancing their attitude towards sustainability issues. The green human resource

department consists of two key components are environment friendly human resource practices, and capital preservation. Knowledge, which reduces costs, increases efficiency, and improves the level of employee participation and retention them. There are demands to develop human resource management practices and integrate them with management functions and practices green includes recruitment, selection, appointment, training, development, motivating, and performance appraisal, which can be it is important to play a role in solving problems related to the environment. Many companies are adopting green practices that help them reduce carbon emissions, by limiting travel, participating in teleconferences, using double-sided paper...etc. Human resources are also responsible for planning and implementing these environment friendly practices. The organization should develop and develop human resources, in order to increase its ability to carry out these practices, without employee development it is difficult to implement GHRM practices, thus human resources are the cornerstone of sustainable business development. The following are some of the practices of green human resource management. The green recruitment process aims to attract new employees who are familiar with different environmental practices, or support existing workers and develop and improve their environmental skills and capabilities. In addition to working on policy integration the company's environment with the hiring process. Attracting employees with environmental concerns leads to an increase in production, and improve the company's reputation, thus achieving the organization's green goals²⁰⁷.

Based on social exchange theory (SET), this paper examines the gap in the application of green human resource management practices and its effectiveness on millennial employees' retention. This study employed quantitative analysis based on surveys using a sample of 389 respondents from different small and medium enterprises (SMEs) located in the Dhaka Division of Bangladesh. The results show a positive relationship between

green training and development and green reward and millennial employees' retention. However, the results show a negative relationship between green recruitment and selection, green involvement, green performance management and millennial employees' retention. Additionally, we found that applying green training and development and green reward are most beneficial both individually and organisationally. This study's contribution to SET is referred to as 'green creativity climate' as we have found it to be a significant moderator that helps business leaders and HR practitioners understand which green practices are most effective in retaining the services of an elusive part of the workforce such as millennial employees. Our proposed model highlights how a green creativity climate can foster a new social exchange bond between SMEs and millennials and thereby mitigate against the resource difficulties and performance deficits partly triggered by millennial turnovers²⁰⁸.

Employee retention is a strategy of retaining talented employees with a specific end goal to meet business targets. Employee turnover is a symptom of deeper issues that have not been resolved. Hospitality Industry in Nigeria has faced several issues, including poor employee retention and low staff motivation. Part of the reasons for the poor employee retention and high turnover in the Hospitality Sector was owing to issues that border on green human resource management practices and green work life balance, and the inflexible nature of their job. Other certain reasons for poor employee retention include low pay, lack of development opportunities, and bad working conditions with greater efforts by staff and fewer receivables. Therefore, this paper examines the effect of green human resource management practices, green work life balance on employee retention of selected hospitality firms in Lagos and Ogun States, Nigeria. The data collected through the primary sources (questionnaire) were analyzed using inferential statistics employing regression analysis. The study revealed that Green human resource management practices,

green work life balance (green performance management, green employee relation, green disciplinary management, work family balance and work health balance) had a significant and positive effect on employee retention in hospitality firms in Lagos and Ogun states, Nigeria (Adj. $R^2 = 0.540$, $F(4, 669) = 176.897$, $p < 0.05$)²⁰⁹.

Employees retention represents one of the main keys to organizational productivity, performance, competitive advantage and success. Therefore, organizations look for ways to improve their employees satisfaction and retention. Organizations worldwide have been realizing the importance of this issue. However, many organizations - specifically in Arabic context - still failing in retaining their employees, especially the most talented and qualified ones. Although many studies have been done to investigate the effect of human resources practices on employees satisfaction and retention, many of these studies show the impact of the monetary part of it such as compensation. However, the purpose of this paper is to investigate effects of non-monetary practices, training and career development on employees retention in organizations within the telecommunication sector in Yemen. Moreover, current study seeks to investigate the mediating role of that job satisfaction in the training, career development, and employees retention relationship. Using a sample of 100 non-managerial employees in the four Yemeni telecommunication organizations, results indicated that training has a positive impact on the employees satisfaction and retention. In fact, results show the importance of training in enhancing employees satisfaction as well as improving their retention rate in the telecommunication sector in Yemen. Surprisingly, results showed that career development has no relationship with employees satisfaction or retention. Results also found that Job satisfaction mediates the relationship between training and employees retention in the Yemeni telecommunication sector²¹⁰.

2.2 Theoretical Review

A plethora of studies have linked various theories to green HRM practices and employee retention such as Ability, Motivation and Opportunity Theory (AMO), Resource-Based View (RBV) Theory, Moral Foundations Theory (MFT) Stakeholders Theory (ST). However, no or few studies used a mixture of different theories to explain the relationship between green HRM practices and employee retention. Therefore, this current study anchors on Ability, Motivation and Opportunity (AMO), Resource-Based View (RBV) Theory, and Moral Foundations Theory to explain the relationship between green HRM practices and employee retention

2.2.1 Ability, Motivation and Opportunity Theory

The first Ability, Motivation and Opportunity theory was proponent by an author²¹¹. The contribution of human resource capital theory and resource-based theory to a firm's performance largely depends on employee's willingness to perform. This is consistent with the ability, motivation and opportunity theory (AMO). The theory was conceptualized with aims to select the best HRM practices that foster organizational performance²¹². The theory depicts that individual performance is a function of employees' ability, motivation and opportunities to perform. the three core dimensions of AMO theory to the green human resource management that influence environmental performance²¹³. According to the authors, the first core dimension of AMO theory develops green knowledge in employees through green selection and recruiting, and green training. The second core dimension is to motivate employees through green appraisal and green rewards. The third core dimension is to stimulate employee participation through green employee empowerment strategies. In another study, is of opinion that for organization to achieve its environmental performance, effort should be made to boost the employees' ability and motivation and opportunities should be given them to participate in decision making²¹⁴. Therefore, AMO theory depicts that environmental performance

such as reduction in waste, reduction in consumption of electric energy, high productivity, increase in product quality, and increase in revenue generation may be achieved if employees acquire the right green knowledge and skills, (ability), are induced by both monetary and non-monetary to adapt green human resource management (motivation) and, are permitted to involve and use their green knowledge and skills in decision making process²¹⁵.

AMO theory states that a company's performance depends on its employees' ability to participate, motivate and competent. Companies can create a competitive advantage by improving their employees' skills and motivation and providing them with the opportunity to participate in added value, resulting in excessive productivity and overall organizational performance. Will improve. The theory of ability, motivation, and opportunity shows that motivated employees are likely to significantly reduce or improve the company's excessive performance²¹⁶. The concept of AMO is entirely based on the $P = f(A; M; O)$ method. Overall performance is a function of Opportunity Theory (AMO) in addition to competence and motivation, and properly managed employees can make a positive contribution to the productivity of the company. For example, a 244 survey in New Zealand used a sample of 164 companies to test the relationship between 20 over-participation practices and corporate performance such as employee retention and productivity, and highly engaged paintings. Productivity booms for companies that make heavy use of practices. Another example is a survey conducted through 245 in the United Kingdom. It investigates the relationship between the use of human resource management practices within an organization and the results of the organization's overall performance, and the performance measurements within the study capture the overall financial performance. The company's labor productivity (included), as well as the quality of

services and products, have observed that excessive labor practices have a significant impact on the overall performance of the workplace.

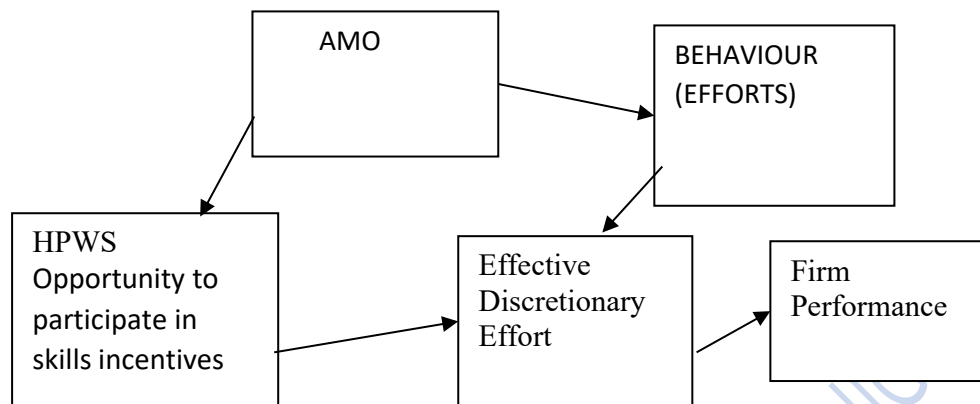


Figure 2.1

Source: Model of AMO theory in Family-owned Businesses.

Applicability of Ability, Motivation and Theory to the study

The Ability, Motivational and Opportunity Concept (AMO) is a company's need to manipulate staff in ways that improve them, providing them with the ability, motivation, and opportunities to participate that leads to over-productivity, over-business. To emphasize on the importance gained on performance, and positive advantage that applies to this observation ²¹⁷. The AMO model above also supported the applicability of the theory to investigate that competence, motivation, and opportunity are instantly associated with the hard work of employees and ultimately determine the overall performance outcome of the company.

2.2.2 Resource-Based Theory

The resource-based theory (RBV) can be traced back to the study of Penrose and others have identified a major coherent claim to the theory ²¹⁸. RBV is a way to gain a positive advantage following the achievements of teachers and business people such as Birger Wernerfelt, Prahalad, Hamel, Spencer and Provide, which began in the 1980s and 1990s.

A useful resource-based concept is the most well-known theory in research that links human resource management and overall performance as hyperlinks²¹⁹. The idea states that a company gains a competitive advantage while having a pool of talent that cannot be imitated or replaced by its competitors. Companies that hire and maintain their position have the ability to generate human capital benefits. Resource-based ideas emphasize business sources as a key determinant of competitive advantage and overall performance. A major premise of the overall useful resource principle is that companies compete on the basis of their resources and capabilities ²²⁰. According to existing research, a resource-based perspective identifies the right source of sustainable competitive advantage to improve a company's environmental performance. Similarly, Schmidt argues that human resources are one of the most important resources of a company to achieve a sustainable competitive advantage. In addition, Bernie points out that managing resources and skills is important not only for the resources themselves, but for the sustainable competitiveness of the organization. Therefore, RBV is committed to eco-friendly recruitment and selection, eco-friendly training and development, and eco-friendly. Performance assessments and eco-friendly reward systems are effective tools for environmental performance. Consistent with this claim, the practice of Green HRM promotes employee participation in environmental innovation, reduces waste and recycling, reduces toxic chemical emissions, reduces electrical energy consumption, and It is clear that we will improve the use of renewable energy and improve energy and sustainable fuels and improve the quality of the product. In addition, human resources are claimed to be one of the resources of an organization, a subset of resources for achieving a competitive advantage, and a subset of resources that lead to superior long-term performance. Therefore, companies need to constantly evaluate their employees and place the right

employees with the right skills in the right places at the right time to ensure and maintain a sustainable competitive advantage ²²¹.

Resource based theory adopts two assumptions for analyzing sources of competitive advantage and performance. First, this theory assumes that firms within an industry may have heterogeneous with respect to the bundle of resources they control²²². second, the theory assumes resource heterogeneity may persist over a certain period because the resources used to implement firms' strategies are not perfectly mobile across different firms ²²³. Resource-based theory uses two assumptions to analyze the sources of competitive advantage and performance. First, this theory assumes that companies in the industry can be alien with respect to the bundles of resources they manage. Second, the theory assumes that the resources used to implement a corporate strategy are not completely mobile between different companies, so resource heterogeneity can persist for a period of time. We conclude that the problem, the extrinsic nature of value in resource-based theory, and the resource-based view theory do little to explain or predict competitive advantage. In addition, they stated that resource-based theories are tautologies or self-verifying theories and are therefore not empirically verifiable. To respond to this criticism, resources must first be used effectively by the organization, not just by the company. In addition, the inclusion of dynamic skills as resources, and extensive theorization, should focus on dynamic skills that help alleviate concerns about the ability of resource-based theories to explain the impact of resources in turbulent environments. Secondly, resources do not have to be defined in terms of outcome variables such as valuable, infrequent, and completely imitable resources, but they are defined in terms of extrinsic variables that are separate from the dependent variable of interest. is needed.²²². Thirdly the research can decouple the direct link resource and outcomes by describing the organizational process used to exploit resources.

Applicability of Resourced Based Theory to the Study

Resource-based theory is important in this study because Green Human Resources focuses on the role of employees in building a competitive advantage for a company. In essence, they make an immeasurable contribution to organizational performance and environmental sustainability. Companies must be able to develop and implement green HRM practices that motivate employees and improve their skills on environmental issues. From a resource-based perspective, a company's performance is influenced by the recruitment, selection, socialization, and retention of talented employees. Corporate strategy is sustainable when the unparalleled and irreplaceable behavior of employees contributes to an organization's performance and competitive advantage. The applicability of this theory to research was endorsed by other researchers who used the same theory in the study of professional human resource management practices in family-owned enterprises²²³.

2.2.3. Moral Foundations Theory (MFT)

Moral Foundations Theory (MFT) was recently adopted by researchers to link moral passions of the environmental movement to environmental sustainability and performance²²⁴. Moral foundations theory was developed with aims to explain the five components of moral foundations such as care/harm, fairness/reciprocity, betrayal/loyalty, authority/respect, and sanctity/degradation²²⁵. They discovered that morality is not just about what people think but also about what people feel when confronted with an experience. Thus, MFT premises on the assumption that morality is a system that builds from socio-cultural construct and individuals reasoning within the culture. In the same perception, it was argued that the green behavior of employees is associated with individual characteristics such as beliefs, norms and values, and socio-demographics²²⁶. Two of the five moral dimensions, harm/care, and purity/sanctity are the focus of this

study because care and sanctity foundation causes some of the moral passions for the environmental movement and that pollution and industrialization degrade the purity of nature. It demonstrate that harm/care is bind to the belief that human beings are naturally not to be suffered from any harm. In this regard, the desire to eradicate harm is the decision that associates with a green environment. The purity/sanctity foundation is associated with the strong human emotion of disgust often related to degradation, the use of unsafe chemicals, acid drainage, the loss of biodiversity; intensive water use, pollution from poorly disposed waste, dirt, and airborne pollution, and alcohol abuse²²⁷. Therefore, moral passion for the green environment by employees is the only way forward to environmental sustainability and performance.

Applicability of Moral Foundation Theory to the Study

Moral Foundations Theory (MFT) is prime importance to this current study on the ground that. The theory emphasizes the safety of employees. In line with the assertion, advocates that harm/care is bind to the belief that human beings are naturally not to be suffered from any harm such as the use of unsafe chemicals, acid drainage, the loss of biodiversity; intensive water use, pollution from poorly disposed waste, dirt, and airborne pollution, and alcohol abuse. A study reiterates that GRHM practices create environmental recognition in personnel with the intention of converting their behavior to fit environmental attitudes at work and in their personal lifestyles²²⁸. This implies that the adoption and implementation of green HRM practices will improve moral passion for the green environment by employees.

2.3 Review of Empirical Studies

This section presents a review of related literature from past studies on Green Human Resources Practices and Employees Retention of Selected Food and Beverages Companies. These are essential for us to understand the impact of such practices and other important activities that help employers in motivating and retaining employees to give their optimum best and also help retain the best hands in such organizations in Southwest Nigeria.

2.3.1 Green HRM and Employee Career Development Opportunity

Human resource management is an important resource in every organization to develop the employees and retain the most valuable employees in an organization for a long period of term. Therefore, this study aimed to identify the impact of career development practices on employees' retention in Qatar aviation industry. A total of 30 employees were selected from only one aviation company due to some confidential issues and it was based on 100% population sampling method, because there are only 30 people employed in this organization. A set of questionnaire was distributed to all these respondents and all the collected data were analyzed in the Statistical Package for Social Science (SPSS) software based on descriptive, inferential and regression analysis. The findings of this study shows that the relationship between career development practices and employees' retention in Qatar aviation industry is considered moderate level, which is 37.6% and it is statistically significant. Meanwhile, the career development practices impact about 35.3% to employees' retention in their organization. This shows that, the career development has moderately impact the employees' retention. Thus, career development practices within the organization will keep an employee to work with the organization for a longer period and improve the organization process effectively. Hence, aviation based organization should focus on improving the career development and at the same time have to make

sure this process works effectively in order to produce a capable human capital and sustainability of organizations' development ²²⁹.

Also, increasingly strict environmental regulations have prompted firms to go green. In this context, employees are being urged to engage in green training to update their skills and improve their abilities pertaining to green practices. Using a dual-stage moderated mediation model, this study analyzed whether, how, and when green training contributes to the promotion of employees' career growth. The results demonstrated that green training is positively related to employee career growth. The findings also showed that employee performance mediates the relationship between green training and career growth. Furthermore, this study provided support for the negative moderating role of hindrance stressors on the indirect effect of green training on career growth through employee performance; conversely, self-efficacy was shown to amplify the indirect effect of green training on career growth via employee performance. Overall, this work extends our understanding of green training in the context of transitional economies by demonstrating that green training can help employees accelerate their career growth²³⁰.

In a similar study, information technology (IT) has been intensely effecting human resource management (HR) practices and processes. As in present scenario, everybody is moving towards building smart and environmental friendly organizations, Green HRM is playing a fundamental role towards the integration of corporate environmental management into human resource management. Artificial intelligence is an emerging area in the field of HR Technology which can replace or enhance the effectiveness of green human resource management processes. Artificial Intelligence can be used by organizations for candidate screening, employee engagement, employee re - engagement and career development without much use of resources and thus decreasing overall environmental impact. It can be applied to HR policies, procedures and HR perspective

and can enhance the effectiveness of green human resource management. The study analyzed the emergence of Artificial Intelligence in green HRM process and the potential benefits of artificial intelligence through secondary data. The paper generates insights on the utilization of technology for conversion of effective HR into sustainable HR ²³¹.

Moreso, this paper aims to determine the association between the frequency of participation in corporate volunteering activities as a part of corporate social responsibility and career growth, developing a relationship with colleagues, and developing new experiences and skills in the workplace using correspondence analysis. The total sample consists of 385 respondents. These data were obtained using an online questionnaire during the COVID-19 pandemic. We find that employees, who frequently participate in corporate volunteering activities, have better possibilities for career growth. In addition, they think that corporate volunteering contributes to better relationships among colleagues in the workplace. Finally, the results demonstrate that developing work experience and skills is associated with corporate volunteering. The main benefits of volunteering include gaining a good feeling from the help provided and increasing self-confidence in professional life. Employees prefer outdoor activities to help the environment within the green policy of many companies in the COVID-19 period ²³².

2.3.2 Green Employee Socialization and Employee Retention

Today, managers are thinking about different ways to improve the overall performance of their employees. One way is to force beginners to socialize. The purpose of socialization is to teach beginners the company's values, norms, and unique behavioral styles. It is important for individuals to analyze and demonstrate the behavior that applies to the company. Despite significant overall performance improvements for bank survival, many Iranian banks no longer consider socialization as a significant performance-enhancing

factor. This view of the socialization of the surveyed organization and its advertising on the overall performance of employees of banks and economic and credit institutions in the city of Kerman, Iran.

This study used a descriptive strategy with some kind of correlation. The population consisted of two companies. The first laboratory consisted of 122 bankers with two years of work. The second institution would be the manager of each employee who would carry out the performance evaluation. Two questionnaires were used to collect the facts. The first evaluated the socialization of the organization and the second evaluated the overall performance of employees. The results showed that there is an important link between organizational socialization and overall employee' performance. In addition, there can be a significant correlation between substantive rationalization and the amount and friendliness of staff to the organization's lifestyle and the overall performance of workers. Environmental resistance should improve issues such as first-class service within banks, customer pride, and service dispatch. To improve, successful companies develop and implement important plans, including the socialization of new entrants. Although socialization is an uninterrupted and ongoing approach, it is widely recommended that bank managers socialize at all levels of the organization, especially for employees with excessive seniority²³³. In this contribution, the impact of organizational socialization, organizational commitment, and change objectives is described in relation to the modest impact of career orientation. Statistics were collected through a questionnaire from employees of the Eastern Branch of the Tehran Social Insurance Agency. Five hypotheses were tested using a course analysis of information from one hundred and fifty five respondents. The results shows that socialization of an organization has a significant impact on organizational involvement, but in addition to adverse effects on variable goals, organizational involvement and career goals have a high quality impact on change intent.

Similarly, the survey investigates certain aspects of the macro ecological situation regarding sales intent. Organizational socialization is an important concept for all staff and all employers to help employees adapt²³⁴.

In addition to many of the consequences of successful socialization, organized civil behavior is considered an essential result of organized socialization. It examines ambitions to investigate the mediating effect of personal environmental responses to the relationship between organizational socialization and organizational civic behavior. A cross-section was created for two hundred and two employees in Istanbul. The results showed that environmental proceedings for men or women mediated the relationship between organizational socialization and organizational civil behavior²³⁵.

Talent is one of the most important, valuable and productive assets for employers, and retaining talent is one of the most difficult situations for managers. The replacement value of key employees includes high turnover rates, so it is desirable to expand the fully integrated retention range to address these issues. The purpose of this study is to critically analyze the various tasks completed in the area of employee retention, revealing the factors that cause employee turnover and the retention initiatives observed to maintain them. Since the observations are descriptive in nature, some secondary assets are investigated to integrate fragmented know-how and present literature reviews in a concise layout. No company wants to lose its talented workforce as ever-changing generations, strong resistance, and globalization bring talent to the forefront of the organization. The literature compare present traditional retention strategies observed in addition to cutting-edge techniques used to keep the employees. additionally, extra emphasis can be located at the factors which incorporates management style of superiors, capability to exercising manage with recognize to selection-making and problem-solving, selection for profession improvement and capabilities improvement, flexible running and ever developing

aspiration on retention of key employees²³⁶. New employees are important to any business. Companies are continually considering hiring methods with the goal of hiring staff with the know-how and when needed in today's tough changing market. However, agencies need to create the right environment to accept new employees so that they can better utilize their skills and abilities in the agency's services. To achieve this, the company installs a social program that is the inspiration for successful works of art for new employees who have defeated the logo. Socialization techniques give new employees basic know-how and statistics to perform their assigned tasks. Studies show that socialization practices, coupled with the positive behavior of new employees, are obligations that presuppose that new employees are better adapted to the work environment, providing a higher level of confidence, determination, and retention rates.

This study analyzes the effects of the socialization process and the positive behavior of new employees based on their share of confidence, commitment, and retention. This survey focuses on the banking area of Kosovo. This is because Miles is known as one of the most profitable and solid sectors in the United States. The effect provides important insights into the closeness of the history of modern housing by the latest staff, and provides tips for improving socialization practices and their consequences ²³⁷. This observation examines the relationship between organizational socialization and the voluntary behavior of Nigeria Airways employees, based on a cross-sectional survey of seventy five employees from five selected airlines. The sample size of the 603 has been changed to use Krejcie and Morgan. Face validity was used and Cronbach's Alpha was used to check the reliability of the data. The hypothesis was tested using SPSS (20th zero), using Pearson's product moment correlation coefficient (rs). The study found that the socialization of an organization has a tremendous impact on the voluntary behavior of employees. The study concluded that organized socialization, measured in terms of

predictive socialization, encounter socialization, and metamorphic socialization, improve the voluntary behavior of Nigerian airlines. One of the suggestions is that, Airlines should take the socialization of beginners seriously in order to beautify their voluntary behavior in the workplace²³⁸. Employee retention has become one of the biggest challenges facing organizations and human resources development professionals in today's business world. Such research platforms are important for for-profit system outsourcing companies. Revolutions triggered by regular upgrades of communications and technology infrastructure have allowed companies to hire large groups of talented people across borders in search of price arbitrage. The increasing international demand for ICTITeS exports / Enterprise Technology Outsourcing (BPO) sector is now identified as the main driving force behind Bangladesh's growth in fate. The company offers opportunities for young people drawn from the history of middle elegance. As a result, the author surveys four BPO companies (provider engine BPO, Legato service Ltd., Virgo Name Center Services Limited, and Dhaka Calls Limited) to pursue this particular research. Organizations claim that retention rules are powerful and work well to combat fluctuation issues, thus providing a good understanding of the elements that enable retention. This observation is intended to look at the issue from different angles, as revenue and retention are treated as the opposite side of the same coin. In addition, industry constraints prioritize non-monetary factors over economic factors. Several references have been searched to identify factors that confuse the intent of staff leaving the organization.

2.3.3 Green Health and Safety Management and Employee Retention

The purpose of this research is to investigate the relationship between Healthy and Safe Environment (HSE) and employee retention, keeping the mediating effect of employees' commitment. Data for the study was gathered through a close-ended questionnaire, which

was filled by 200 employees of four major textile companies in Pakistan. The relationship between variables was tested through Partial Least Square (PLS) modeling by using Smart PLS v3.2.8. The findings of the study revealed that there is a significant relationship between health and safety dimensions and employee commitment, except for one i.e. emergency information. However, employee commitment and employee retention have a significant negative relationship. The study also found that there is no mediating role of employee commitment between health and safety, and employee retention. This research recommended performing a similar study on a large sample size and in different sectors. Managers must ensure the implementation of approved policies and guidelines regarding health and safety so that this basic requirement of the employees must be fulfilled²³⁹.

This discussion aims to investigate the impact of occupational aptitude and occupational safety (OHS) on employee variable goals (TI) with the intermediary effect of organizational commitment (OC) within Ghana's utilities. Using stratified sampling, 350 members were selected to participate in the survey using standardized quantitative questionnaires and are included in the observational and SmartPLS3 structural equation modeling techniques used to survey information. Evaluated the variable. The results confirmed that (1) occupational fitness and protection, and sales goals were negatively related ($\beta = 0.245$, $p < 0.05$). (2) There is a large correlation between occupational health and safety and organizational commitment ($\beta = 0.820$, $p < 0.05$). (3) The organization's commitment and sales target are in a negative relationship ($\beta = 0.640$, $p < 0.05$) (4) Organizational involvement significantly conveys the relationship between occupational health and safety and sales goals (indirect effect = -0.53 and direct effect = -zero, 25, $p < 0.05$) with the organization's fitness and protective equipment tend to focus on the company, have low sales, and vice versa²⁴⁰. Analyze how employee loyalty is

motivated by leveraging factors such as protection, health environment, process pride, and motivation. The survey was quantitative in nature, and 250 survey questionnaires were distributed to staff of Pakistani pharmaceutical companies. The study used SPSS and AMOS to analyze the direct and mediating effects of variables. This confirms that employee retention is a significant return on the health and safety environment. In addition, the degree of enjoyment of the process and employee motivation also convey the relationship between the health protection environment and employee loyalty.

Meaningful Meaning: The findings in this paper confirm that Pakistani pharmaceutical companies, especially Lahore, need to promote health and safety guidelines, which in turn increase workforce satisfaction and motivation. May lead to the retention of successful employees ²⁴¹. It is the responsibility of all organizations to protect their hired employees from the risks of health -impairing factors. Companies need to provide employees with a safe working environment and limit the risk of accidents, illnesses and injuries. Loss of health and safety equipment can lead to activity stress and activity dissatisfaction. Workers are at high risk due to the lack of private shielding equipment and non-compliance with guidelines for re-entry into greenhouses after spraying. The infection list of these employees is high in dyspnea and gastrointestinal problems. Non-compliance with security practices, especially the use of personal defense equipment, is associated with the existence of different fitness problems among the different people involved in the cultivation of ornamental plants. Workers leave the organization due to common pollution. Understand that proper health groups need to improve office security to accelerate the prevention of persistent disruption and reduce work turnover ²⁴².

Mining is considered one of the riskiest and unsafe industries, and the need for high-performance, environmentally friendly occupational health and safety management is essential to protecting employees and the industry. Few studies have addressed

occupational safety and marketing intent in mines, regardless of the risks and risks associated with the mining industry. Methods: The indictment collected quantitative information from 255 miners safely sampled by a Ghanaian mining company. The device in the Statistics series was a standardized questionnaire recording occupational health and safety management and sales intent. These scales have been pre-tested before being used in actual data collection. Correlation coefficients showed that there was a terrible age between aspects of H & S management and sales objectives. Guard guide ($r = 0.33$, $p < 0.01$) and device center ($r = 0.32$, $p < 0.01$); Protection method ($r = 0.27$, $p < 0.01$). Among these aspects, conservation management and shelter were large predictors of sales intent ($b = 0.28$, $p < 0.01$) and ($b = 0.24$, $p < 0.01$), respectively. The study also found that employee turnover goals were significantly facilitated with the help of protection managers' commitment to ensuring occupational health and safety policies and effective methods of workplace supervision. ... The discussion so far shows that safety management is very important in the management of occupational health and safety and the reduction of sales of the organization²⁴³.

2.3.4. Green Ethical Management and Employee Retention

Orientation Retention of awesome group of workers in a quite aggressive and dynamic working surroundings has made retention research necessary. Current recognition is on how hobby reassess effect moral management in the use of staff retention. studies investigating the moderation effect of process property with inside the moral management-staff retention series in Uganda's fitness care area are scarce. For this purpose, the established order of the moderating function of hobby sources with inside the association amongst moral management and personnel retention. Motivation for the study. personnel retention in Uganda's fitness care area is pervasive inspite of numerous authorities intervention in conjunction with sales enhancement, developing maternal and

toddler mortality prices, low immunization coverage, interalia, are a number of the consequences. Reversing this scenario requires leaders workout ethical control studies approach/layout and method. This have a take a observe implemented move sectional studies layout. Analyses had been performed thru SPSS v. 21 on a sample of 214 healthcare employees. essential findings: The consequences show that moral control undoubtedly have an impact on frame of people retention. additionally, the moderation position of the composite process property variable with inside the moral management-employees retention collection turned into sizable. practical/managerial implications: This check examined the critical contribution of every moral control and process sources in frame of people retention control contribution/cost-add: This moderation model gives an extra whole purpose for the moderating effect of technique reassets in the ones conditions. The study additionally contributes to idea thru demonstrating that contrary to the previous studies wherein moral management has been studied as an very last effects variable, it's miles a predictor variable of group of workers retention²⁴⁴. Recognizing that responsible management integrates sustainability, commitment and ethics, this bankruptcy specializes in ethics management, each in terms of ethics and how it is managed. This chapter connects the organizational and administrative stages of moral issues by explaining the relationship between ethical and moral controls. Based on a review of the scientific literature, this chapter provides a detailed mapping of various moral criteria, both organizational and administrative, with a top-level view of mechanisms, strategies, and interventions that managers can also use. .. Incorporate ethics into the agency. This chapter shows that a complete knowledge of the relationships between ethical controls at the enterprise level is important for the strong development of responsible control research and practice and ends with a fateful proposal²⁴⁵. Due to the shortage of talent and the challenges associated with the professional meta skills of millennial employees,

retaining professional employees has become an important concern in modern enterprises. This article critically examines how ethical business behavior and corporate social responsibility (CSR) can have a tremendous impact on employee retention at a fashion-based garment company in Bangladesh. This white paper examines the effects of tissue waves and provides a working solution. Number one statistics were collected from employees of six RMG compliance agencies in Bangladesh's Export Processing Region (EPZ). The survey consists of comments from 76 respondents who helped provide practical insights into ethical behavior. In addition, a conceptual framework was included to show how companies can have a similarly positive effect on employee retention through moral behavior and good entrepreneurship ²⁴⁶.

2.3.5. Green Recruitment and Selection and Employee Retention

Environmental protection has been a concern for many international companies and neighbors for hundreds of years. Green HRM initiatives are becoming an important factor in pre-consulting companies in this sector as a means of combating corporate environmental degradation. Industrialization contributes to the global environmental problems we are facing today, and the pressure of industrialization in Tanzania cannot ignore this reality. Investigation is one of the most amazing ways to investigate, evaluate, and fix a problem. Despite the fact that much research has been done on green human resource management (GHRM), the literature on this subject is still inadequate. To fill this gap, this study used the Tanzania Tobacco Processors Constrained (TTPL) as a case study to explore the role of green recruitment and selections in Tanzania's manufacturing performance. The study take a look at TTPL's Green Recruitment and selection software to see if Green Recruitment and selection is attracting candidates for larger and more challenging roles, and organize the relationship between Green Recruitment and selection and retention. An environmentally friendly recruitment and selection process is in place

to help attract more certified job seekers. There was also a linear job offer between green recruitment and selection, and employee loyalty. In addition, the study recommends institutionalizing green recruitment and selection, as well as other green HRM practices, to improve overall organization performance and employee retention. Regulators and regulators are encouraged to ensure that Green organizational and environmental sustainability practices are implemented²⁴⁷.

The purpose is to discover the relationship between green talent management practices and company performance. The incident was observed by staff at Gaza University in Palestine. The sample of employees interviewed became the entire census (100) and used the survey as the primary tool for collecting data. The descriptive and quantitative approaches used in this text. The general results of the survey show that there is a statistically relationship between GHRM practice and organizational performance. There is no clear imagination and foresight regarding the selection steps of Gaza University to get rid of the environmental problems of process vacancies, in addition to the training steps of staff who are currently independent of environmental aspects, in step with static assessment. Observations are critical to inspire universities for additional GHRM practices, using repayment plans and incentives to raise environmental awareness, develop and maintain environmental benefits and encouraged continuous practices. The study also encouraged the need to include environmental performance assessments in the assessment process, the need to include environmental management dreams in the higher education performance assessment version, and the need to develop GHRM needs and goals²⁴⁸.

In another study it was found that the green recruitment and selection process is nearby and helps to attract more qualified job seekers. This study also observed a linear relationship between more environmentally friendly recruitment and selection and

performance. In addition, it is advisable to consider hiring and selecting Green employees, and institutionalizing other Green HRM practices, to improve the overall performance of the organization. Regulatory and legal requirements are supported by our organization to ensure that Green practices are introduced across local businesses for organizational and environmental sustainability²⁴⁹.

This study aims to study green logistics managing potential and the preparedness of auto parts industries in Thailand. The statistical analysis is to identify factors with confirmatory factor analysis; one way ANOVA is used to define relative factors affecting green logistics development of auto parts industries in Thailand. It can predict the results using multinomial logit modeling. The study suggests that factors affecting green logistics managing potential and the preparedness of auto parts industries in Thailand are environmental operations, internal green supply chain management, and external green supply chain management.

The result is four green human resource management practices (green recruitment and selection, green training and development, green repayments and rewards, and green overall performance management) via green. Well-known capital and environment overall performance that has shown a positive impact on the overall performance of the organization, both directly and indirectly. This result strongly confirms that the practice of GHRM is literally remembered as the most important idea for any business. Most importantly, employee motivation is one of the most important factors in improving overall environmental performance. Theoretical and business contributions, conclusions, and future research directions are discussed in a similar manner²⁵⁰. This study aims to provide insight into the history and results of Green HRM at the organizational level and the results of green HRM at the employee level. We also looked at the mechanisms by which Green HRM leads to beneficial end results for employees. In order to use an

exploratory approach to collect and analyze information, it was mandatory to consider the layout quantitatively.

Human resources are the most valuable resource, and directing their efforts toward the green movement would have a significant influence, as it would affect not just the working environment but also future employees and policy planning. The negative externalities and societal challenges can be lessened, When the power structure of the community is highly respected and the approach of the organization becomes more stakeholder centered, which requires assessing the Green responsibility of organizations. This empirical study was designed to measure the effect of green human resources management practices on organizational performance. Quantitative data were collected from 213 employees of NADRA Regional office Sukkur by using adopted structured questionnaire based on 5-point Likert scale. Hypotheses were tested and validated through statistical analysis by using SPSS. The results indicated that green HRM components such as green recruitment and selection, Green Reward and compensation, and Green Employees involvement have positive and significant influences on the organizational performance. The green human resource management practices enhance a firm's environmental performance that is major societal challenge. NADRA can acquire an edge when adopting high green responsible human resources management and green and organization culture²⁵².

Recruitment is the most important feature of HR and involves attracting the right individuals to the right process at the right time. Companies are increasingly using environmentally friendly practices to maximize their impact on hiring, called Green hiring. The turnaround in employment has driven the demand for equipment to support recruitment from time to time. Today, companies shouldn't miss the loss of their planned presence in a for-profit company if they are doing their current business with Beyond

Technology. It is considering trying to discover the effectiveness of Green recruitment among HR executives in the IT region. Statistics were collected from 100 executives. Respondents showed how effective is understood on a five-element Likert scale. Statistical tools have been implemented to quantify statistics, and this white paper describes their implications. The majority of HR leaders comfortably accept Green recruitment and see it as a powerful approach to finding suitable candidates²⁵³.

This paper discusses the underlying technologies for improving the sustainability of the environment, raising awareness of Green HRM's HR managers and employees, institution maintaining a plant environment for sustainable growth, and employees. Specializes in Green mobility and the use of natural resources to help maintain and protect the health of the staff. The data, results, and discussions in this study were entirely based on literature reviews obtained through online guides. The results show that GHRM is a required version and its features and practices have a significant impact on the sustainability of a public company's environment. However, research has shown that the concept of GHRM in public companies in Tanzania is still new due to insufficient documented evidence of its characteristics and practices. The recommendations recommend the involvement of appropriate management staff, commitment to GHRM, and strong guidelines and methods incorporated into the strategic planning of public groups²⁵⁴.

The main purpose of these studies is to investigate the impact of Green management practices on useful resources to attract job seekers in developing countries such as Pakistan. It also examines the significant impact of a company's reputation on the relationship between inexperienced human resource management practices and job seekers' attractiveness. The impact of Green human aid management practices on the attractiveness of litigants is further explored in "The Modest Role of Corporate Popularity." Using the survey layout, interviewed was conducted on a sample of 450

college students with master's degrees from three universities in southern Punjab. The practice of eco-friendly human resource management has a great impact on the attractiveness of job seekers and company accurate popularity enhances the valuable influence of Green Human Aid management practices on attractive litigation parties. The results help agencies make significant investments in green human resource management activities. In addition, it opens new avenues for companies to understand that green HRM practices Green increase the green popularity of the company and increase the excitement of litigants. Environmentally Friendly Management of Human Assistance is a new topic for students and professionals in developing countries. There are no previous observations investigating the impact of Green human aid management practices on the attractiveness of job seekers in developing countries in the United States, such as Pakistan²⁵⁵.

2.3.6. Green Reward System and Employee Retention

This observation test how the organization's human capital is converted into compensation, and whether compensation also serves as a motivational tool to improve employee retention and the organization's overall performance. Seven research questions and two hypotheses were developed to find the answer to the question of seeing. One hundred and twenty employees designed sample lengths for six companies. Wages and salaries were categorized as Motivational Device Questionnaire 2 (WASAMOTOQ2), and a self-designed device containing seven sections was used in the statistics collection. The results of the survey revealed which factors support proper repayment in relation to labor market conditions, the ability of institutions to provide proper repayment, and the general U.S / State Living Expenses; What constitutes a correct and good reward includes the reputation of an individual's performance and the development of personal incentives, revealing the relationship between reward and motivation. In addition, the installed consequences of inadequate repayment and motivation in organizational development.

The following hints were given that there should be a wage table and schedule, mainly based on the results. These should be based on the indicators identified in the study. Inequality between two equal employees can no longer be based solely on paper qualifications, but on their ability to achieve something. And their wages / salaries must be equal ²⁵⁶.

This study investigated the income structure, benefit needs, and industry results for real estate agents' performance. Participants in the survey were employees of a real estate company in Kaohsiung, Taiwan. It used bounded and unconstrained regression models to compare the goodness of the regression models. A total of 1,500 surveys were sent to the real estate company's branch office and 734 surveys were returned. The 284 back survey was either ineffective or lacking equipment. For this reason, an effective sample of 450 questionnaires was created with a high compensation fee of 30%. The empirical effect was that the economic form no longer had a significant effect on individual performance, or in the assessment, base salary, high bonuses, and group bonuses had a significant positive impact on character performance. The empirical results of this study show that when considering the impact of a type of company on an individual's performance, the results of basic salary, individual and group allowances on the individual's overall performance cannot but be taken into account.

Contribution/ Originality:

The empirical consequences of this consideration are that when examining the impact of a type of company on an individual's performance, the consequences of basic salary, individual bonuses, and institutional bonuses on the individual's overall performance cannot be taken into account ²⁵⁷. The observation examines the impact of rewards on the overall performance of staff. Three employees at Abdul Gusau Institute of Technology and Kingdom College of School in 80 Zamfalaland were overtaken by a structured

questionnaire to ask facts about compensation and overall performance. The established variable is the employee's overall performance, and the fair variables are compensation (salary / wage, bonus / incentive). We analyzed the usage statistical SPSS 22.0 and using Pearson correlation and multiple regression versions. As a result, it was recommended that there be a solid and quality court between employee compensation and performance, and that salaries / wages and bonuses / incentives also serve as a form of staff motivation. Looking at the recommendations, it is recommended to promote employee participation in salary, wage, timely settlement of all claims and compensation decisions. It examines the wages and income management surveyed and the overall performance of workers in adopted government ministries in Anambra. In particular, it looked at how wages and salaries, coin bonuses, minimum wages, benefits, and benefits monetization affect an employee's overall performance. The relevant theoretical, conceptual and empirical literature was reviewed. Viewing was fixed to Maslow's hierarchy of desires²⁵⁸. The layout of the research study was commissioned, and a total of nine authorities and ministries were investigated. The surveyed population consisted of 1,920 employees from selected ministries, of which three hundred and seventy four were selected for the survey. Transformed the survey to be used as a tool in the fact series. A simple percentage analysis and multiple regression assessments were commissioned to analyze the facts. Observations show that wages and salaries have a very effective impact on employee performance. Cash bonuses have a significant impact on an employee's overall performance. The minimum wage has a very negative impact on the overall performance of employees. Secondary blessings have a wide range of positive effects on the overall performance of employees. Monetization of benefits also has a significant positive effect on the performance of workers in Anambra's government ministries. The study concludes that effective wage and income management has a significant impact on the performance

of private transportation companies. Observations encouraged the authorities to prioritize the welfare of workers as they could create or influence government programs. This study examines the impact of the compensation system on the overall performance of workers at selected manufacturers in the coastal areas of Cameroon. This is primarily assessed in terms of how profit sharing affects employee involvement in the manufacturing company. Determine the impact of the flat rate on the labor value of the production company's workers; assess the impact of the collectively agreed remuneration system on the cohesion of the production company's employees.

This research art work is a survey which makes use of a pattern of 538 personnel drawn from a population of five thousand, one hundred and forty six employees of ten decided on production groups within the Cameroon Littoral area. The sample became determined on with the useful resource of the usage of the Cochran's system for finite populace sample at a 90 five% self-warranty stage. The crucial deliver of statistics used for the look at become primary information and the device used for information collection become questionnaire. The findings discovered out that, profits sharing had a significantly extremely good effect on employee dedication in manufacturing groups; flat fee systems had a drastically bad effect on worker paintings values in manufacturing groups; and collective bargaining reward systems had a drastically top notch impact on employee cohesiveness in manufacturing groups. The look at concluded that there can be a extremely good link among praise systems and worker overall performance. This hyperlink creates an opportunity for employers to apply reward gadget as a motivating issue to pleasant-track worker behaviour toward overall performance and effectiveness. primarily based totally on the findings, it have become endorsed among others that reward structures for production groups want to be designed such that employees are entitled to possibilities of profits earned through the company as a way of promoting

productivity and institution cohesiveness among personnel. The check further endorsed that employees in manufacturing companies should now no longer be paid constant salaries as it can bring about a immoderate price of tardiness and reluctance of employees interior a collection to put in something more than the general overall performance of an average performer inside the group²⁵⁹.

In every organization, the productivity and performance of the employees are important to increase the effectiveness of the organization in the environment it is operating. However, the rewards and other incentives given to the employees can increase the productivity, commitment and effectiveness in their performance. The purpose of the study was to explore the impact of reward systems on employee performance at Brentwood suppliers Ltd; Assess the effectiveness of existing reward system and whether there was a correlation between reward system in the organization and an increase in the performance of the employees. This was an empirical study. The non-probability and probability sampling technique were used i.e. random and purposive sampling were the criteria involved to ensure sample representativeness and therefore validity, reliability and generalizability of findings. The sample size used was 30 out of a population of 50 employees. In this study the inductive approach was used due to the fact that the data was collected and analyzed before drawing to conclusions and recommendations. Using both the primary and secondary methods of data collection as analyzed using SPSS, the findings revealed that the existing reward system of Brentwood suppliers was ineffective and must be revised; there was a relationship between rewards systems and employee performance. Study recommended that Management should harmonize the reward system in the company, Reward packages should be modified periodically as a response to the changing environmental needs of the workers as well as the world as a whole in an employer-employee participatory manner²⁶⁰.

2.3.7. Green Remote Staffing and Employee Retention

Digital operating modes are becoming more and more popular because they save money. It is also a way for organizations to become more agile and adapt to the crisis with an international pandemic. This innovative way of working presents new challenges for businesses to switch to telework. Indeed, telework causes some problems for staff related to communication, collaboration, and the use of ICT (Information and Communication Technology). It examined the assessment of telework through a questionnaire on the exclusive condition society of four hundred and thirty six teleworkers in Lithuania. Using a correlation assessment between observation variables, the results differ in the assessment of factors that influence telework performance and the characteristics required for remote workers, based on gender, age, education, work experience, and telework knowledge. The impact is described in terms of the teleworker who is maximally happy and maximally dissatisfied. Flexible execution preparation (FWA) is important and important for this 21st century office. Organizations are enthusiastic about stabilizing the work of their talent so that they can reduce all related issues while ensuring efficient, high-performance overall performance. Therefore, many institutions offer employees flexible working hours arrangements because they have the advantage of being flexible for both staff and employers. The workforce, which has been significantly increased by the performance of the overall organization, is one of the not-so-unusual benefits. It also contributes to a work balanced lifestyle, which not only reduces staff pressure and accelerates well-being, but also reduces absenteeism and lowers company employee turnover²⁶¹.

The purpose of this paper is to show the diverse bureaucracy and standard concepts of flexible work preparation and their impact on employee performance. As a technique,

library research is pursued in connection with the analytical dialogue of secondary statistics. To support the proposal that FWA results depend on key beneficiaries, conduct more research on the impact of flexible employee-centric business-led preparation on the overall performance of the organization. It is recommended that within an employee-centric group of FWA practices, including telework, telecommuting, and weeks, two hundred and eight-four is performing data on 12 different FWA practices collected at one hundred and seventy-one giant Croatian institutions through a questionnaire survey. We have found that the overall performance of an organization is actively associated with compression, some of which include shift work, unregulated working hours, weekend work, annual time counting, and fixed-term contracts. At the same time as group-led practices, it was higher in the performance characteristics of various economic and non-economic overall organizations. Mainly, but negatively, pointed out performance in relation to the overall organizational context. Two hundred and eighty-five investigated the impact of flextime work regulations on employee performance, and the results showed that the Flextime Working Group had a positive relationship with overall employee performance. A study of the impact of time flexibility on the overall performance of a group of workers at Peshawar State Control Science University found that there may be an important relationship between time flexibility and worker performance. Flexibility has a significant impact on the performance of the entire employee²⁶².

The Covid-19 pandemic has resulted, to date, in an estimated 29 per cent of the New Zealand (NZ) workforce moving quickly from centralized work locations to full time working from home (WFH). The literature prior to these extraordinary events suggests WFH is beneficial for employee wellbeing and performance, and organisational outcomes, notably productivity, retention, and business continuity in times of disruption. Lack of

organizational preparedness, technological limitations, managerial reluctance, and the potential drawbacks of social isolation have meant that the rates of regular, planned WFH as a flexible work option have traditionally been low. This paper summarizes the knowledge base of benefits and limitations of WFH prior to COVID-19 and speculates how the experiences of WFH during the pandemic are likely to shape the future of WFH for workers, organizations, and employees.

2.3.8. Green HRM Employee Retention.

Global companies are changing their stance from a corporate-oriented financial perspective to a capacity-based economic system and a green financial system. As the world is moving towards the green economy system, the responsive has expanded to the green side. During the Green Human Assets period, study discuss sustainable employee practices in merchandising using each employee's interface. This is intended to raise the awareness of most employees on the topic of sustainability. Green HR deals with HR activities that are environmentally friendly and promote the sustainable use of corporate resources. This allows businesses to reduce their carbon footprint through conference calls, car sharing, telework, electronic filing, virtual interviews, recycling, online training and more. The company's strategic initiative to sell sustainable business practices. Researchers even try to convey to you multiple ideas that companies are practicing about green human resources development practices and their impact on corporate performance. Therefore, according to research, Green HRM includes two main drivers: green HR practice and maintaining understanding capital to help company employees become more aware of their corporate and social responsibilities²⁶³. The purpose of this assessment is to consider the human resource management practices of environmentally friendly companies based on the available literature. In this new area, it is common knowledge that existing literature needs to be extended in detail in human resource management

(HRM). Much of the additional research has shown that it covers some characteristics of HRM, including: B. Recruitment, training and development, performance evaluation, and compensation management when integrating environmental management into HRM. There is additional capacity and margins to manage your entire enterprise environment and improve performance. Therefore, this assessment targets a variety of HRM features to discover green HRM practices within these characteristics. The results of the review include a number of greens among the 12 characteristics of activity layout, task analysis, workforce planning, recruitment, selection, implementation, performance evaluation, training and development, compensation management, field service management, health, and HRM. Includes HRM practices. Diagnose and emphasize. Relationship between safety management and employees. The contribution of this paper is to expand the scope and depth of inexperienced HRM to achieve the sustainable overall environmental performance of Organization management of interest (GHRM)²⁶⁴. Although the literature on GHRM is increasing, published studies have little interest in GHRM's Study and its contribution to worker participation, especially in relation to the interaction of GHRM practices. To fill the void in this study, its appearance is GHRM by exploring an entirely new conceptual framework that explores the indirect and interactive effects of GHRM (training, admiration, organizational lifestyle) practices on the environment. It's Employee participation extends the theory of possible motivational opportunities and social change in the context. A survey of 209 respondents provides a quantitative overview. The results suggest that: (1) Three GHRM practices are important tools to quickly motivate employees to participate in 4,444 environmental activities. (2) workplaces where the average level of green organizational tradition is high (3), engagement is also greatly expanded by triple interaction, with the two most powerful results being's experienced organizational culture and average over experience.

Recognized under superficial compensation conditions (4) The interaction between Green school education and green praise is a dependent factor that promotes employee loyalty to the environment ²⁶⁵. Efficient use of human resources (HR) is currently a concern for institutions. It examines the relationship between human resource management (HRM) practices and employee retention. This view of the perceived mitigation effects of Manager Assistance (PSS) between personnel and labor management practices and employee retention was also carefully examined. The statistics have been changed to use surveys collected from textile company's employees. The results showed a tremendous forging between HRM practice and employee retention. With the exception of employee approval, PSS also coordinates between HRM practice and employee retention. Companies need to implement these human resource development practices in order to maintain positive staff who are influenced by GHRM. This reduces employee turnover and spikes the retention rate of professional and ambitious staff within the organization²⁶⁶. In the 21st century, "sustainability" has become an integral part of the world and business. Studies show that corporate social and ecological performance can be strongly linked to financial and performance realization. The human resources department of an organization has the ability to play an important role in creating a sustainable lifestyle for employers. HR staff who adapt HR practices to sustainability standards can see all HR decisions from the perspective of shareholders. Through national and global studies, this study provides insights into the relationship between inexperienced HRM and organizational sustainability. More and more companies are achieving price sustainability with competitiveness, awareness and the ability to acquire and retain strong know-how. Sustainable businesses are aware of their economic, social and ecological implications, and today, large and diverse stakeholders inside and outside the company are involved in designing commercial corporate strategies and processes. We are seeking feedback from

the group. By using green HR skills for organizational methodologies, change management, and tradition maintenance, HRM helps create and implement sustainable trading company methods throughout the company's process.

Green HRM continues to lead India, but green HRM and HR professionals outline how to access more and more information to support the company's journey to sustainability²⁶⁷.

Changes in professional and organizational conditions have had a major impact on the profession of staff and have blurred organizational boundaries. These unpredictable events affect employee loyalty to government agencies. The purpose of this white paper is to investigate the factors that contribute to employee retention in the enterprise. This conceptual paper uses the idea of process embedding and Herzberg's two-element concept to theorize employee retention. Extensive research has led to the conclusion that the determinants of employee retention can be categorized into activity and motivational factors. These elements are closely related to HR practices within the institution, which consist of attracting, motivating, evaluating and retaining employees through a set of process guidelines, practices and structures. This paper emphasizes the importance of human resource development (HRD) practice in dealing with retention and emphasizes the superiority of HRD interventions in retention within an organization. The main goal of all employers is not to choose the right male or female for the right job, but to attract them and keep them in the company. Employee retention is currently a top priority. This study was conducted and analyze how human resource management practices (employee compensation, employee training, evaluators, and employee approval) affect bank staff retention. The fact of the survey is a quantitative survey of 180 bankers from various banks in the city of Quetta, of which 150 have returned. The data has been modified to be analyzed using SPSS version 18. The implications of modern research that there is a significant benefit between human reimbursement management practices (empowerment,

rewards, training, and evaluation mechanisms) and employee retention. Also discusses the limitations and recommendations of fate research ²⁶⁸. Human capital is the lifeline of every company and is considered the most dynamic element. Most companies need talent to lead this generation, even though the times are fixed. With the economic growth of the Pakistani market, opposition in the market is difficult and people have many options. Therefore, Pakistani companies have recently faced the greatest challenge of retaining their best talent. Given this need and problem sensitivity, the general view is to discover the essential variables and to check the correlation between the identified variables and employee retention rates. The results of this observation show the significant effect of fair variables on structured variables²⁶⁹. Today, a number of HRM practices (performance assessment, funding opportunities, and employment protection) are recommended to explain the impact on employee retention. So far, various studies have tried to remember the effects of HRM practice and staff retention, but their results are almost inconsistent and require additional research. It was also recommended to investigate the mediating effect of workplace embedding on the link between HRM practice and staff retention. In addition, the principle of embedding in the usage process helps to better recognize the relationship ²⁷⁰.

Employee retention is one of the most common and difficult situations most organizations are currently facing. The main purpose of the survey is to analyze the impact of human resource development on employee retention. There are four aspects to HR work, specifically recruitment and selection, training and improvement, and overall performance evaluation and redemption. A total of 200 questionnaires were distributed to the House of Representatives of all degrees in Jordan, and 140 questionnaires were reused for data analysis. The impact is that three aspects of human service practices (ie recruitment and selection, training and improvement, and repayment) will affect

employee retention, even if performance assessments no longer observe employee retention. Results showed that it had a great impact. This also discusses limitations and recommendations for future research ²⁷¹. The paper argues that improving reconciliation between employee and company values can improve the effectiveness of human asset practices in dealing with employee retention. Check your guesses for a sample of 250 employees of a company using Fast-moving Consumer Goods (FMCG) in Pakistan. For example, the cost consistency of an organization and its positive impact among employees, and the result of how to develop human resources for employee retention using structural equation modeling analysis. HRM practices can be used in a targeted way to increase the stay of employees in your organization as you sustain growth. The impact of findings on FMCG's human resource managers is well documented in developing countries²⁷².

Empirical studies are being conducted to investigate the impact of HRM practices on employee retention in Thailand's FDI manufacturing industry. The HRM practices included in this study include repayment and benefits management and reward systems, as well as training and development. HR interventions that act as parameters involve employees. This is because the established variable and one observed variable are employee retention rates. Therefore, the conceptual model established for this study includes two fair variables, the parameter and the established variable. A total of five theoretically established hypotheses are set. This indicates the possibility of a good negative relationship between the various variables in the version. Enter consists of 400 top controls, human asset managers / executives and line managers from Thailand's major trading zones in Rayong Province. The proposed version has been empirically tested using the AMOS course analytical modeling approach. Miles hoped that this look would

help all instructors and people involved in understanding, discovering, and recognizing the implications of HRM practice and employee retention ²⁷³.

2.3.9. Green HRM and Employee Job Satisfaction

This research has focused on the impact of Green HRM on employee job satisfaction and the efficiency of resource use in the workplace. A survey questionnaire has been used to collect data from several companies. Based on the collected data, this study assessed the level of Green HRM practices on employees job satisfaction. The hypotheses revealed that Green HRM practices is positively related to employee job satisfaction and resource efficiency. Green HRM practice within the company can make employees more satisfied. Green HRM practices will also affect the use of office resources. It leads to resource efficiency. The research hypotheses also claim that employee job satisfaction is closely related to resource efficiency. Satisfied employee are more likely to be efficient at workplace. Resource efficiency can be attained by making employees more satisfied. This study would be helpful for public and private organizations for making new green company policy and also update the old one. Thus organizations should consider green HRM practices to increase employee job satisfaction and to attain resource efficiency²⁷⁴.

The hotel managers wonder whether or not addressing the employee's emotional desire for environmental concerns can impact positively employee behaviors through understanding green practices. The main purpose of this study is to work over the interactive effect of administration-focused green practice and employee satisfaction through employee green ability as well as extend the organization's awareness of green Human Resource. Design: The research' conceptual model is the remodeling of the AMO theory among green practice and the green ability to achieved. As a recommendation of an appropriate method, the quantitative technique is utilized to quantify data and generalize population sample findings. Total of 353 respondents, who are the employee of

four to five star hotel located in Ho Chi Minh City, was employed to investigate the sustainable observation. Findings: After conducting a descriptive analysis of statistics, the results present that Green Practice put a practical influence on Employee Green Skill and Green Awareness. Simultaneously, this research extends the analysis on finding the most efficient path for enhancing Employee Job Satisfaction through various dimensions. Green Training represents investigated factors that keep a significant role in helping Hotel managers obtain Employee Satisfaction. Practical Implication: The long-term development of Green Human Resource will deliver a deeper understanding of the environmental problem for hotel employees at any level. It is necessary for hoteliers to make an effort on adapting green attribute directly into their enterprise to build up a green hotel industry²⁷⁵.

The green human resource management in India has a status that is in numerous respects common to GHRM in other countries. They share with others the same factors that dictate HRM policies and practices relevant to skill sets and job competencies, corporate culture mindset and mindfulness of legal requirements and restrictions ruling GHRM behavior. The fundamental target is to evaluate and recognize the green human resource management practices executed in companies working in India. The present study aims to find out the Impact of Green Human Resource Practices on Industrial Employees' Job Satisfaction in SIPCOT, Cuddalore. This study was planned to be conducted among the industrial employees in State Industries Promotion Corporation of Tamil Nadu Limited (SIPCOT), Cuddalore. The sample was chosen on a random basis. The sampling technique adopted in the study was simple random sampling. Totally 267 employees in SIPCOT, Cuddalore random sampling method were used in this study. The collected data were analyzed using appropriate statistical techniques. In order to study the functional dependencies to indicate the likelihood of causal relationships between the variables,

inferential statistical techniques of Descriptive statistics, Regression, Covariance, Path analysis were computed. The present study has identified the most attractive green human resource practices for the management to implement and focus on behavioural outcome that influence employees. This study examines the essential features of the employees' behavioural outcome in the SIPCOT and also validates the role of employee engagement and organizational commitment with behavioural outcome to enhance the behaviours of the employees. This study further illustrates certain qualities for the future researchers in analyzing the behavioural outcome of the employees in various aspects of the public sector companies which are searching for their sustainable development. The study analyses certain measures in assessing the factors that improve the behavioural outcome and the determinants characterized by the recruitment procedures, training and development, employee motivation, communication methods, labour welfare facilities, employee participation in management, grievance handling, trade union activities, superior subordinate relationship, compensation, performance appraisal system, employee engagement and career development, that ultimately increase the morale behaviours/extra-role behaviours/behaviours of doing more than the expectation in the existing companies. The study concluded that there is a positive Impact of Green Human Resource Practices on Industrial Employees' Job Satisfaction in SIPCOT, Cuddalore. It is also identified that there is scope for future research on comparative analysis on green human resource management practices and job performance of government and private sector employees²⁷⁶.

The aim of this research study was to analyze the significance of career development program on employees' retention and job satisfaction at telecom sector. A questionnaire consisting of close ended questions rated specifically on 5-point Likert's scale is adopted and conducted on 206 employees working in telecom sector. In the study of concern

variables, the input obtained from the evaluation of the survey results was interpreted by using SPSS statistics software and process macro. The study revealed a significant relationship between career development program and employee's retention and job satisfaction. It was found that career development program (CDP) as a mediating variable helped to explain the relationship among the different variables. The objectives of the study were to find out the relationship and mediating effect among career development program on employees' retention and job satisfaction. In the light of the findings, the study revealed that there was a significant relationship between career development and other variables such as employee's retention and job satisfaction. It was found that the career development as a mediating variable helped to explain the relationship among the variables²⁷⁷.

2.4 Conceptual Framework

The research model in Figure 2.1 explains the interaction amongst the variables under study; it explain Green human resource practices as independent variables while employee retention as dependent variable. The model specifies the effect of green human resource practices (recruitment and selection, employee socialization, ethics management, remote staffing, health and safety) have on career development opportunity, employee satisfaction and employee retention respectively. In this section the basis of the proposed conceptual framework is presented and the hypotheses regarding the interaction between the the independent variable (green human resource management practices) and dependent (employee retention) variables are specified.

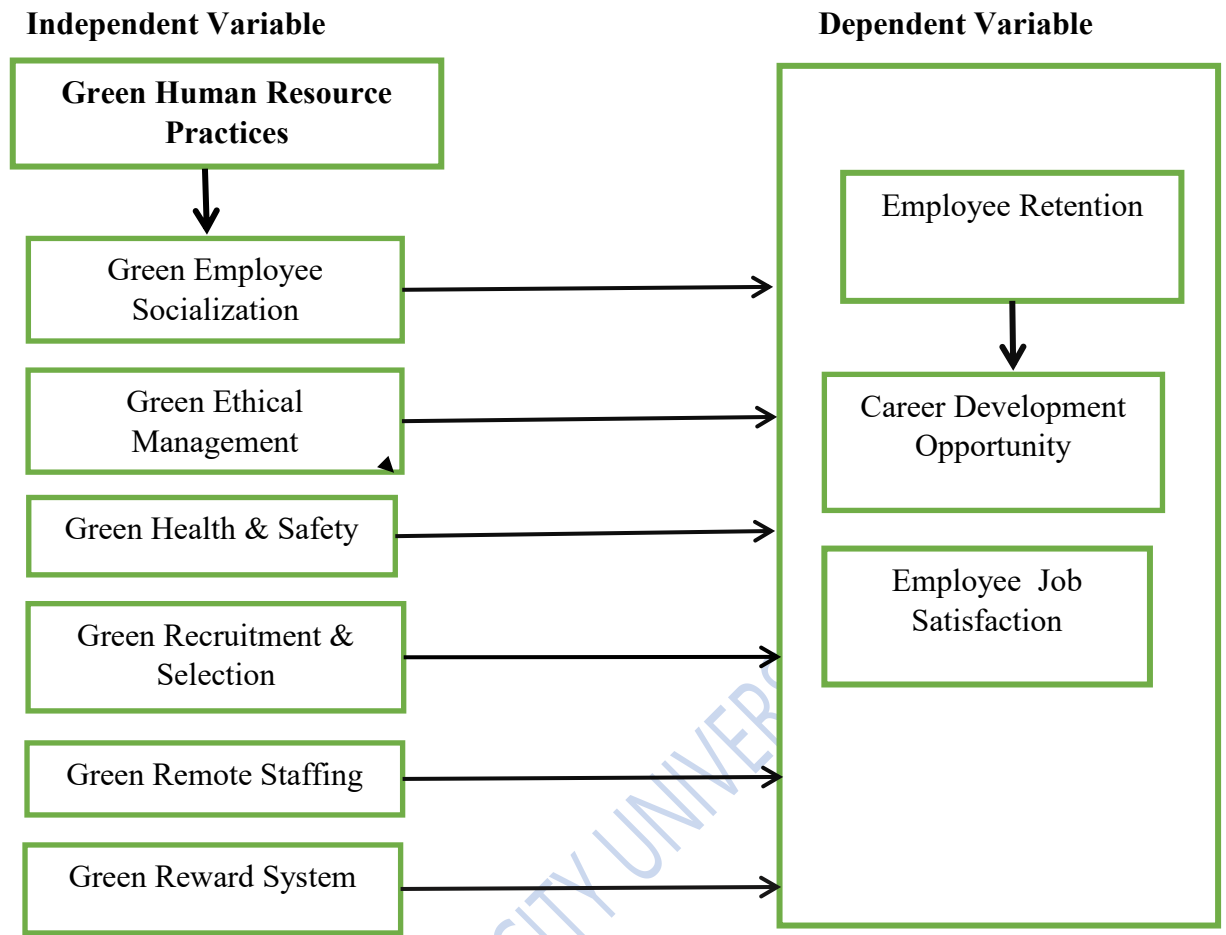


Figure 2.2 Conceptual Model Showing Relationship Between the Variables
Source: Researcher Conceptual Framework, 2022

2.5 Summary of Gaps in Literature Reviewed

Green Human Resource Management as an evidence-based systematic literature review (SLR). The study showed a high adherence to the ability, motivation, opportunity (AMO) theoretical framework. However, the study was not empirically tested as it was based on SLR on the evidence-based literature about the results of GHRM practices²¹².

A similar study also examines the pathways towards Sustainability in Organizations with empirical evidence on the Role of Green Human Resource Management Practices and Green Intellectual Capital. The results show that the two dimensions of GHRM practices (green recruitment and selection, and green rewards) and green intellectual capital (green human capital, green structural capital and green relational capital) have a positive relationship with performance.

Another study was conducted in Pakistan hence, result could not be generalized to current area of the study²³⁹. Another study investigates the role of Green Recruitment and Selection on Performance of organization in Tanzania. It was found that green recruitment and selection practices are in place and they contribute in attracting more qualified job candidates. The study was conducted in Tanzania, result could not be generalized to current area of the study²⁴⁷. Also, assessing the green behavior of academics; the role of green human resource management and environmental knowledge. The findings of the study show that green HRM affects EGB through the full mediation of environmental knowledge. This finding gives a theoretical implication in terms of ability, motivation and opportunity theory. The focused group of the study is the academicians²¹². The study provided empirical evidence to discovered using both descriptive statistics and multiple regression analysis that, green recruitment practices, green training and development practices, green compensation structure and green employee relations, all have a positive and significant effect on the sustainable

competitive edge in the Nigerian manufacturing industry²⁴⁰. In the same vein, another study has focused on the impact of Green HRM on employee job satisfaction and the efficiency of resource use in the workplace. A survey questionnaire has been used to collect data from several companies. Based on the collected data, this study assessed the level of Green HRM practices on employees. The hypotheses revealed that Green HRM practices is positively related to employee job satisfaction and resource efficiency²⁷⁴. Also, another study identify the impact of career development practices on employees' retention in Qatar aviation industry. The findings of this study shows that the relationship between career development practices and employees' retention in Qatar aviation industry is considered moderate level, Thus, career development practices within the organization will keep an employee to work with the organization for a longer period and improve the organization process effectively²²⁹.

Many of the empirical studies reviewed focused on bank sectors, Airlines, ICT, public and education sector. However, there is a paucity of studies that examined the effect of Green HRM practices on employee retention in the context of Nigeria's food and beverages companies. ^{212, 229,, 239, 274, 2 40}.

Based on the above, this study has identified contemporary gap in the literature and provided empirical evidence from Nigeria on the effect of green human resource practices on employee retention in selected foods and beverages companies in Southwest Nigeria.

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Chapter Three

Methodology

This chapter describes the methods adopted in this study. This includes the research design adopted, population, sample and sampling technique, research instrument, validity and reliability, method of data collection and analysis.

3.1 Research Design

A cross-sectional survey research design was employed for this study to examine the view of respondents regarding the effect of green human resource practices on employee retention in food and beverages companies. The cross-sectional design is appropriate given that it allows for the collection of data from the participants at a point in time to establish the objective of a study.

More so, it has economic advantage over longitudinal survey design. The adoption of cross-sectional design is also as a result of scholarly work that found it appropriate for a study of nature.

3.2 Population of the Study

The population of this study comprised two thousand six hundred and forty-seven employees of ten food and beverages companies operating in the Southwest Nigeria (see Table 3.1). These companies were selected because the issues under contention in this study is identifiable with each of them and Southwest been the geographical settling chosen because all the food and beverages companies have there head offices and production plants within this region. Below is the breakdown of the population according to the food and beverage companies in Southwest, Nigeria.

Table 3.1 Population Distribution of Food and Beverages Companies, Southwest

Name of Company	Total No of Respondents
Nestle Nigeria Plc	365
Unilever Nigeria Plc	283
Floor Mills of Nigeria	410
Chi Limited	197
Dufil Prima Foods	170
Beloxxi Industries Limited	220
Dangote Sugar Refinery	250
UAC Foods	242
Dansa Foods Limited	180
Cadbury Plc	330
Total	2647

Source: HR Office of respective companies, 2021

3.3 Sample and Sampling Technique

This study adopted a sample size determination formula recommended by Slovincs for calculating sample size from a finite population.

$$n = \frac{N}{1 + (\alpha)^2 N}$$

Where;

n = total sample size

N = total population

α . = 5% level of significant

$$n = 2647 / 1 + (0.05)^2 \times 2647 = 347$$

Therefore, a sample size of three hundred and forty seven (347) staffers of all the food and beverages companies located in Southwest Nigeria were selected as indicated in Table 3.2. The stratified random sampling technique was used to select all the participants of this study. The senior staff and junior staff were the two distinct categories within the

food and beverages companies investigated. From each stratum the participants were randomly selected based on the proportion generated for the two categories.

Table 3.2 Distribution of Sample Size For the Food and Beverages Companies

Name of Company	Junior Staff	Senior Staff	Total Respondents
Nestle Nigeria Plc	26	15	41
Unilever Nigeria Plc	23	14	37
Floor Mills of Nigeria	30	19	49
Chi Limited	18	10	28
Dufil Prima Foods	17	9	26
Beloxxi Industries Limited	20	11	31
Dangote Sugar Refinery	21	15	36
UAC Foods	19	13	32
Dansa Foods Limited	20	8	28
Cadbury Plc	27	12	39
Total	221	126	347

Source: Field Survey, 2021

3.4 Description of the Research Instrument

This study sourced its data via survey been an appropriate method of gathering primary data. The survey was structured questionnaires designed to obtain data from unit of analysis in the food and beverages companies operating in Southwest Nigeria. The instrument comprised section A which handled participants socio-demographic information and other section B dealt with data concerning green recruitment and selection (GRS), green employee socialization (GES), green ethical management (GEM), green

reward system (GRS), green health and safety management (GHS), and green remote staffing (GRS). Section C was designed to elicit data for employee retention (EMR). The instrument were adapted from extant literature ^{3,4,5,6,7,8,9,} respectively. The study adopted the Likert-Type scale response (1 = Strongly Disagree, 2 = Disagree, 3 = Undecided 4 = Agree, 5= Strongly Agree) with regards to data collection.

3.5 Validity of the Research Instrument

Pilot study was carried out in the Chartered Institute of Personnel Management Ibadan Branch so as to pretest the instrument and certify that is valid for the study. The research instruments were validated using criterion, content, and construct validity. For criterion and content validity, the instruments were validated by the supervisor and the opinion of practitioners who took part in the pilot study. The contributions were used to modify the questionnaire as necessary for the main study taking into consideration how each of the variables were measured in existing literature.

The researcher conducted factor analysis to ascertain the overall adequacy and validity of the instrument. Through the Varimax Extraction Method, factor loadings were extracted from the rotated component matrix to compute the Average Variance Extracted (AVE). Hence, AVE's value greater than 0.5 provided added proof of construct validity. Table 3.3 presents the result of construct validity.

Table 3.3 **Result of Construct Validity**

Variables	Items	Source	Average Variance Extracted (AVE)
Green Recruitment and Selection	5	3	0.69
Green Employee Socialization	6	4	0.65
Green Ethics Management	6	5	0.66
Green Reward system	5	6	0.67
Green health and safety management reward system	5	7	0.71
Green Remote Staffing	5	8	0.68
Employee Retention	5	9	0.71

Source; Pilot study 2021

3.6 Reliability of the Research Instrument

The researcher subjected the questionnaire to test reliability. The internal consistency was used to establish the reliability of a measure by evaluating the within-scale consistency of the responses to the items of the measure. Applicable to multiple-item measurement instruments (like that of this study), Cronbach's alpha coefficient is widely employed for assessing this internal consistency. A Cronbach's alpha coefficient of > 0.7 but < 1 score for a questionnaire is adjudged to be reliable⁹. The composite reliability is used to revalidate the reliability of the instrument. Table 3.4 depicts the reliability statistic of all the variables in this study.

Table 3.4: Reliability Results of The Research Instrument

Variables	Items	Composite Reliability (CR)	Cronbach's Coefficient	Alpha
Green Recruitment and Selection	5	0.84	0.872	
Green Employee Socialization	6	0.89	0.801	
Green Ethics Management	6	0.85	0.799	
Green Reward system	5	0.82	0.817	
Green health and safety management reward system	5	0.81	0.84	
Green Remote Staffing	5	0.86	0.816	
Employee Retention	5	0.88	0.831	

Source: Pilot study 2021

3.7 Method of Data Collection

The primary data were sourced via closed-ended questionnaire design for the study. The participants were approached to take part in the study following the approval of the administrative department of the selected food and beverages companies. Moreover, this instrument works well with a cross-section design mainly because it aids the collection of data regarding opinion and perception of respondents at a point in time on current issues. The questionnaire was administered to 347 senior and junior staff in the food and beverage companies in Southwest, Nigeria. Given the numbers of respondents considered in this study, the copies of the questionnaire were distributed both in person and by trained research assistants, with specific instructions on the administration process, which involved administering copies of questionnaire to the respondents and retrieval of the copies of the questionnaire from the respondents

3.8 Methods of Data Analysis

The study makes use of descriptive and inferential statistics methods of data analysis. The descriptive statistics such as frequency, percentage, and mean were used to describe the characteristics of the respondents, analyze each variable and provide response to the research question. On the other hand the inferential statistics was use to analyse the hypotheses formulated. Specifically hypotheses one and two were analysed using PLS-SEM Structural Equation Modeling (Partial Least Square version 3.3.9) because it offer more robust analysis compared to SPSS. For hypothesis three a simple regression was used to test the influence of GHRMP on employee retention. The result is significant at a probability less than 0.05. This research adopted the following regression models which examines the effect of green HRM practices on employee retention with the purpose of considering the various research questions propose for this study.

X = Independent Variables (Green HRM practices)

Y = Dependent Variables (Employee Retention)

The indices for each of the variables are as follow;

Green HRM Practices Indices

Green HRM Practices	-	GHRMP
Green recruitment and selection	-	GRS
Green employee socialization	-	GES
Green ethical management	-	GEM
Green reward system	-	GRW
Green health and safety management	-	GHS
Green remote staffing	-	GRT

Employee retention	-	ERT
Career development opportunity	-	CDO
Employee Job satisfaction	-	EJS

Functional Relationship

$$Y = f(X)$$

$$X = [x_1, x_2, x_3, x_4, x_5, x_6]$$

$$Y = f(X)$$

$$y_1 = f(x_1, x_2, x_3, x_4, x_5, x_6) \dots \dots \dots \text{function 1 - 3.1}$$

$$y_2 = f(x_1, x_2, x_3, x_4, x_5, x_6) \dots \dots \dots \text{function 2 - 3.2}$$

$$Y_3 = f(X) \dots \dots \dots \text{function 3 - 3.3}$$

$$Y = f(\text{GRS}, \text{GES}, \text{GEM}, \text{GRW}, \text{GHS}, \text{GRT})$$

This shows the relationship between the variables expressed by the hypotheses,

$$\text{CDO} = f[\text{GRS}, \text{GES}, \text{GEM}, \text{GRW}, \text{GHS}, \text{GRT}] \text{ ----- Hypothesis 1 - 3.4}$$

$$\text{EJS} = f[\text{GRS}, \text{GES}, \text{GEM}, \text{GRW}, \text{GHS}, \text{GRT}] \text{ ----- Hypothesis 2 - 3.5}$$

$$\text{GHRMP} = f[\text{GHRMP}] \text{ ----- Hypothesis 3 - 3.6}$$

$$Y = \beta_{0i} + \beta_{1i} \text{GRS} + \beta_{2i} \text{GES} + \beta_{3i} \text{GEM} + \beta_{4i} \text{GRW} + \beta_{5i} \text{GHS} + \beta_{6i} \text{GRT} + \mu_i \text{ - 3.7}$$

where: β_1 --- are regression coefficient of GRS

β_2 --- are regression coefficient of GES

β_3 --- are regression coefficient of GEM

β_4 --- are regression coefficient of GRW

β_5 --- are regression coefficient of GHSM

β_6 --- are regression coefficient of GRT

β_0 --- constant term which is the value of y where all the values of the explanatory variables are zero intercept

μ --- error term,

Endnotes

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- ¹² H., Taherdoost, *Validity and Reliability of the Research Instrument; How to Test the Validation of a Questionnaire/Survey in a Research* (August 10, 2016) Available SSRN: <https://ssrn.com/abstract=3205040> or <http://dx.doi.org/10.2139/ssrn.3205040>
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Chapter Four

Results and Discussion of Findings

The purpose of the study was to examine the influence of green human resource practices in selected food and beverages companies southwest Nigeria. This chapter follows the methodology described in chapter three which provided a baseline for collecting data for the study. This chapter is devoted to data analysis and presents the finding following the conducted study.

Response Rate

Response rate refers to the questionnaire return rate, that is, the number of questionnaires that were collected or returned having been completely filled¹. In this study, Three hundred and forty-seven (347) copies of the questionnaire were administered to the respondents out of which three hundred and twenty-three (323) were filled retrieved from the field representing a 93% response rate.

4.1 Demographic Analysis of Respondents

The study obtained details about the age groups of the respondents for purposes of understanding their age and possibly the experience they possess in their respective positions. Details of the findings were shown in Table 4.1 below. More so, age is included in the study to assess if most of the employees were under the category of productive age or not.

Table 4.1: Demographic Characteristics of Respondents

Categories	Frequency	Percent
20-30yrs	70	21.6
31-40yrs	120	37.2
41-50yrs	104	32.2
50yrs and above	29	9.00
Total	323	100.0

Source: Field Survey, 2022

The above data shows that more respondents were in the age group between 31-40, followed by 41-50, 20-30 and 50+ in the order of 120{37.2%}, 104{32.2%}, 70{21.6%} and 29{9%} respectively. From this, we can understand that most of the employees of the selected food and beverages companies were under the category of productive age. The implication of this finding is that the food and beverages industry can still play pivotal roles in Nigeria's economy.

4.1.2 Respondents' Years of Experience in their Respective Organization

Regarding the number of years that the respondents had held in their respective organization, the analysis of the results was revealed in the frequency distribution Table 4.2 below.

Table 4.2: Table Showing Respondents Years of Experience in their Respective Organization

Categories	Frequency	Percent
below 3yrs	26	8.1
3-5yrs	54	16.7
6-8yrs	98	30.3
9yrs and above	145	44.9
Total	323	100.0

Source: Field Survey, 2022

From Table 4.2 above, the results indicates that about 145 {44.9%} respondents had more than nine years and above experience, while 98(30.3%) respondents indicated they had been in their organizations for between six and eight years. Of the respondents, 54{16.7%} had three to five years' experience and only 26{8.1%} had been in their organizations for less than three years. Therefore, a larger percentage of the respondents had more than nine years and above experience and thus should be knowledgeable about the integration of HRM into environmental performance.

More also, the long years of experience in the sector depict that most of them will understand the organizational structures and administrative background which will invariably dictate the coping strategies adopted by them. The implication of this finding is that years of these employees' experience is a key factor to the green environment.

4.1.3. Respondents' Highest Level of Education.

Table 4.3: Table Showing Respondents' Highest Level of Education

Categories	Frequency	Percent
------------	-----------	---------

Masters	38	11.7
Bachelors/ HND	176	54.3
ND/NCE	92	28.3
Professional Certificate	25	7.5
Other	17	5.2
Total	323	100.0

Source: Field Survey, 2022

Table 4.3 depict the respondents' highest level of qualification concerned, the analysis of the results indicates that 176{54.3%} of the respondents had B.Sc/HND certificates; 92{28.3%} had ND/NCE certificates, while 38{11.7%} had a master's degree. In addition, 25{7.5%} had received their education and were in possession of professional certificates such as CIPM, NIM, and ICOSA, ACA, etc while only 17{5.2%} had other certificates but and had received on-the-job-training. Therefore, most of the respondents had some form of formal education with a human resource background and thus should have been able to answer the questions asked competently.

4.1.4. Respondents' Gender.

Table 4.4: Distribution of Respondents by Gender

Categories	Frequency	Percent
Male	198	61.3
Female	125	38.7
Total	323	100.0

Source: Field Survey, 2022

Table 4.4 revealed that 198{68.4%} of the respondents are male while 125 {38.7%} are female. This trend implies that males constituted the larger proportion of staff in the food

and beverage companies. This distribution may be due to the fact that culturally, males often have access to education than females in most Third World Countries. However, the distribution reveals that the food and beverage sector is gender-sensitive. By implication, both males and females have relatively equal opportunities of being employed in the sector. This development is sending a positive signal to the Sustainable Development Goal of gender equality by 2030.

4.1.5. Respondents' Marital Status.

Table 4.5 : Distribution of Respondents by Marital Status.

Categories	Frequency	Percent
Single	118	36.6
Married	205	63.4
Divorced	-	-
Total	323	100.0

Source: Field Survey, 2022

Table 4.5 summarizes the marital status of the respondents. It was observed that the majority of the respondents were married, 205 {63.4%} while singles constitute 118{36.6%} but none of the respondents was divorced. This indicates that the majority of the staff members are married which implies that there will be a great sense of responsibility among those who are married as marriage seems to correlate with being responsible. This development will inform the conduct and participation of the staff in environmental innovation and performance. This development will dictate their attitude towards environmental issues.

Table 4.6: Distribution of Respondents by Seniority

Categories	Frequency	Percent
------------	-----------	---------

Senior	135	51.8
Junior	188	58.2
Total	323	100.0

Source: Field Survey, 2022

Table 4.6 summarizes the seniority of the respondents. It was revealed that 188 {58.2%} of the respondents were junior staff; while the senior staff was 135 {41.8%}. This connotes that the majority of the staff are junior staff. The implication of this finding is that the management of food and beverages companies need to drive at environmental management knowledge.

4.2 Presentation of Research Questions

4.2.1 Research Question One: What is the Level of awareness of green Human Resource Practices among the staff of the Selected Foods and Beverages Industry in Southwest Nigeria?

Table 4.7: Distribution of Level of Awareness of Green HRM among the Staff of the Selected Food and Beverages Companies Southwest Nigeria

Level of Awareness of Green HRM	Frequency	Percentage
Policies		

Very High	41	12.7
High	63	19.5
Low	122	37.7
Very Low	97	30.1
Total	323	100
Mean	82.45	
Standard Deviation	12.25	

Source: Author' Computation, 2022

It is observed from Table 4.7, that 122 {37.7%} of the respondents agree that the level of awareness of green HRM policies is low. 97 (30.1%) of the respondents agree that the level of awareness of green HRM policies is very low. 63(19.5%) of the respondents agree that the level of awareness of green HRM policies is high, while 41(12.7%) of the respondents agree that the level of awareness of green HRM policies is very high. The mean level of awareness of green HRM policies score of the respondents was 82.45 and the standard deviation was 12.25. From this, it is clear that the majority of the respondents confirm that their level of awareness of green HRM policies is low. This implies that food and beverages companies need to make appropriate green HR policies that will provide environmental awareness training to its staff regularly on how to improve the green environment, such as reduction in waste, reduction in consumption of electric energy, high productivity, increase in product quality, and increase in revenue generation. In line with this suggestion^{1,2,13, 9,4}, confirmed that green HRM policies and practices such green recruitment, green empowerment, green performance management, green participation, and green compensation are the predictors of environmental performance in terms of reduction in waste, reduction in consumption of electric energy, high productivity, increase in product quality, and increase in revenue generation may be achieved. In

another study^{5,6,7,18}. established that the adaption and implementation of green HRM practices is a major determinant of environmental performance in terms of effective and efficient utilization of resources, wastage reduction, employee job satisfaction and retention, and environmentally friendly.

Research Question Two: To what Extent do Green Recruitment and Selection Influence Employees' Retention?

Table 4.7.1: Percentage Distribution for Green Recruitment and Selection

Statements	1	2	3	4	5
My Company Always Make Use Of Online To Receive Application From The Applicants	2.9%	2.2%	0.7%	39.9%	54.3%
My Company Always Conduct Interview Virtually	3.0%	0.7%	2.9%	37.0%	55.8%
My Company Always Recruit Applicants Who Are "Green Aware"	2.2%	1.4%	1.4%	37.0%	58.0%
My Company Always Select Applicants Who Use Green Criteria When Applying For Job	0.7%	2.9%	1.4%	37.7%	57.3%
My Company Uses Portals For On Boarding Documentation	5.1%	2.2%	5.8%	31.9%	55.0%

Source: Field Survey, 2022

From Table 4.7.1, an analysis of respondent's level of agreement to the statement relating to Green recruitment and selection in the selected food and beverages companies shows that 94.2% agree that their companies always make use of online to receive applications from the applicants. 92.8% of the respondents attest that their companies always conduct interviews virtually. Out of the 100.0% respondents, only 3.6% disagree that their companies always recruit applicants who are "green aware" while, 1.4% of them were neutral. From the responses, it was also noted that most of the foods and beverages companies always select applicants who use green criteria when applying for jobs, incurs highest frequencies of about 94.9% whereby only 5.8% out of the total respondents were undecided about the fact that company uses portals for onboarding documentation. This

connotes that green HRM policies have started to wax stronger in the food and beverages companies' context in Nigeria. The implication of this finding is that there is still hope for the sector to promote industrial sustainability, reduce environmental threats, boost economies, job retention, and actualization of the 2030 Agenda for Sustainable Development.

Research Question Three: To what Extent Does Employee Socialization Influence Employee Retention?

Table 4.7.2: Percentage Distribution of Green Employee Socialization in Selected Food and Beverages Companies in Southwest Nigeria

Statements	1	2	3	4	5
My Company Always Provide Environmental Training On Yearly Basis.	2.2%	1.4%	3.6%	47.1%	45.7%
My Company Always Analyze Environmental Training Need And Communicate To Its Staff	2.9%	2.2%	5.8%	42.0%	47.1%
My Company Always Drive At Environmental Management Knowledge.	0.0%	1.4%	1.4%	42.0%	50.0%
My Company Always Organize Seminar And Workshop On Environmental Issues	2.2%	1.4%	8.7%	42.0%	45.7%
My Company Always Evaluate The Performance Of Training Program	2.9%	5.1%	8.0%	47.1%	37.0%
My Company Provides Environmental Awareness Training To Its Staff Regularly	0.0%	5.1%	5.8%	39.1%	50.0%

Source : Field Survey, 2022

From Table 4.7.2. an analysis of respondent's level of agreement relating awareness of Green employee socialization in the selected food and beverages companies shows that 92.8% agree that their companies always provide environmental training on yearly basis. 89.1% of the respondents attest that their companies always analyze environmental training needs and communicate to their staff 84.0% of the respondents confirm that their companies evaluate the performance of training programs. Out of the 100.0% respondents, only 5.1% disagree that their companies always provide environmental awareness training to their staff regularly, while 5.8% of them were neutral. From the

responses, it was also noted that most food and beverages companies have started socializing their staff on green management. This development is sending a green signal to environmental sustainability and job retention in the sector.

Research Question Four: To what Extent Does Green Ethical Management Influence Employee Retention?

Table 4.7.3: Percentage Distribution for Green Ethical Management in the Selected Food and Beverages Companies in Southwest Nigeria

Statements	1	2	3	4	5
My company evaluates environmental ethics of employee's performance.	0.7%	8.7%	9.4%	58.7%	22.5%
My company established environmental ethics information system for monitoring employee activities.	0.1%	1.4%	4.3%	58.0%	36.2%
My company always require for employee's environmental ethics performance reports.	0.1%	0.7%	7.2%	50.7%	41.3%
My company always use environmental ethics performance as indicator of performance management system.	0.7%	0.7%	9.4%	37.7%	51.5%
My company always set green environment targets for employees.	1.4%	0.0%	5.8%	37.7%	55.1%
My company always monitor the environmental ethical behaviour.	0.0%	2.9%	3.6%	50.7%	42.8%

Source: Field survey, 2022

It can be deduced from Table 4.7.3 that Green ethical management in the selected food and beverages companies reveals that over 80% of the respondents agree that the companies always evaluate environmental ethical performance. 94.2% of the respondents confirm that their companies established environmental ethics information system for monitoring employee activities. Over 90% of the respondents established that their companies always require employee's environmental ethics performance reports. 89.1% of the respondents agree that their companies always use environmental performance as

an indicator of the performance management system. Out of the 100.0% respondents, only 1.4% disagree that their companies always set green environment targets for employees, while, 5.8% of them were neutral. In addition, over 90% of the respondents attest that their companies monitored environmental behavior. This implies that the sector is promoting environmental behavior among its workforce.

Research Question Five: To what Extent Does Green Reward System Influence Employee Retention?

Table 4.7.4:Percentage Distribution for Green Reward system in the Selected Food and Beverages Companies in Southwest Nigeria

Statement	1	2	3	4	5
My company always reward employee with environmental innovative.	2.9%	2.2%	10.7%	29.9%	54.3%
My company always provide monetary and non-monetary rewards to its staff on the bases of environmental performance	3.6%	0.7%	2.9%	47.0%	45.8%
My company, employees are disciplined and responsible for environmental issues	2.2%	1.4%	11.4%	37.0%	48.0%
My company establishes environmental-friendly recognition-based reward.	0.7%	2.9%	14.4%	37.7%	47.2%
My company, environmental conscious employees are rewarded.	5.1%	2.2%	15.8%	31.9%	45.1%

Source: Field Survey, 2022

From Table 4.7.4, an analysis of respondent's level of agreement to the statement relating to the Green reward system in the selected food and beverages companies showed that 84.2% agreed that their companies always reward employees with environmental innovation. 92.8% of the respondents notified that their companies always provide monetary and non-monetary rewards to their staff on the basis of environmental performance. 85% of the respondents attested that their companies always make their employees be disciplined and responsible for environmental issues. Over 84% of the

respondents confirmed that their companies established environmental-friendly recognition-based rewards. Out of the 100.0% respondents, only 7.3% disagreed that their companies rewarded employees that are environmentally conscious, while 15.8% of them were neutral. This implication of this finding is the food and beverages companies reward environmental initiative and performance. This development is sending a good omen to environmental sustainability and job retention in the sector.

Research Question Six: To what Extent do Green Health and Safety Affect Employee Retention?

Table 4.7.5: Percentages Distribution for Green Health and Safety Management in the selected Food and Beverages Companies in Southwest Nigeria

Statement	1	2	3	4	5
My company is always conscious of environmental hazards.	2.2%	1.4%	11.4 %	37.0 %	48.0%
My company always follow environmental legal guidelines	1.7%	2.9%	10.5 %	37.7 %	47.2%
My company always minimizing the carbon footprint through green driving.	2.1%	5.2%	14.8 %	32.9 %	45 %
Integrating personnel policies into our company's environmental performance has led to a reduction in carbon emissions	1.2%	2.4%	10.7	40.0	45.7%

			%	%	
My company always prevent environmental damage to society thru pollution, and the likes.	1.9%	6.1%	10.0%	45 %	37.0%
My company always monitor the environmental protection activities	1.0%	5.1%	7.8%	38.1%	48.0%

Source; Field Survey. 2022

From Table 4.7.5: an analysis of respondent's level of agreement to the statement relating to the Green health and safety management in the selected food and beverages companies shows that 85% agree that their companies were always conscious of environmental hazards. 84.9% of the respondents attest that their companies always follow environmental legal guidelines. 77.9% of the respondents agree that their companies always minimizing the carbon footprint through green driving. Over 85% of the respondents confirm that their companies' integrate personnel policies into our company's environmental performance has led to a reduction in carbon emissions. Out of the 100% respondents, only 8% disagreed that their companies always prevent environmental damage to society through pollution, and the likes, while 10% of them were neutral. Also, 86.1% of the respondents agree that their companies always monitor environmental protection activities. This implication of this finding is the food and beverages companies are now beginning to be conscious of environmental issues which are likely to have a magnificent effect on their employee retention.

Research Question Seven: To what Extent Does Green Remote Staffing Influence Employee Retention?

Table 4.7.6: Percentage Distribution for Green Remote Staffing in the Selected Food and Beverages Companies in Southwest Nigeria

Statement	1	2	3	4	5
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In my company, job placement is based on the environmental consciousness of the potential employees	3.6%	5.7%	7.9%	37.0%	45.8%
My company expresses certain environmental value before employees can be transferred	4.2%	7.4%	8.4%	30.0%	50.0%
My organization shows preferences for virtual meetings, conferences, and seminars	1.7%	2.9%	10.4%	37.7%	47.3%
My company encourages people to work from home.	1.7%	2.9%	17.5%	37.7%	40.2%
My company promotes employees that have a spectrum of environmental skills.	2.1%	5.2%	14.8%	32.9%	45 %

Source: Field Survey, 2022

In addition 82.8% agree that in their companies, job placement is based on the environmental consciousness of the potential employees. 85% of the respondents attest that their companies always express certain environmental values before employees can be transferred. 84.9 of the respondents attest that their companies always show preferences for virtual meetings, conferences, and seminars. Over 77% of the respondents confirm that their companies encourage people to work from home. Out of the 100.0% respondents, only 7.3% disagreed that their companies promote employees that have a spectrum of environmental skills, while 14.8% of them were neutral. This implication of this finding is the food and beverages companies are taking cognizant of their employees' protection which may encourage the organizational citizenship behavior among the workforce of the sector.

What is the level of Employee Retention in the selected Food and Beverages Companies in Southwest Nigeria

Table 4.8: Distribution of Level of Employee Retention in the Selected Food and Beverages Companies Southwest Nigeria

Level of Retention	Frequency	Percentage
--------------------	-----------	------------

Very High	20	6.19
High	35	10.8
Low	152	47.05
Very Low	116	35.96
Total	323	100
Mean	67.92	
Standard Deviation	17.08	

Source: Author' Computation, 2022

Table 4.8 depicts the level of employee retention in the selected foods and beverages companies in Southwest, Nigeria. The results reveal that 152 (47.05%) respondents confirm that the level of employee retention is low, 116 (35.96%) attest that the level of Employee retention is very low, 35(10.8%) showcase that level of employee retention is high, while only 20 (6.19%) agree that level of employee retention is very high. The mean level of employee retention score of the respondents was 67.92 and the standard deviation was 17.08. Deduction made from this finding is that the majority of the respondents establish that level of employee retention is low. This study reaffirm previous studies assertion that the food and beverage industry losing over 60% of employees on yearly basis due to environmental issues^{12,13,14,15}. This scenario is sending a negative signal to the sector. This indicates that if the sector failed to address the issue of retention syndrome, it would greatly affect the sector from achieving its SDGs by 2030. Therefore, human resource management needs to play close attention to retention strategies such as green HR policies.

Table 4.9: Relationship between Green HRM Practices and Employee Retention

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

Source: Field Survey, 2022

Table 4.9 summarizes the relationship between Green HRM practices and employee retention. The r-value of 0.249** indicates that there is a positive and significant link between green recruitment and selection and employee retention. This implies that recruitment and selection of applicants through the green process have a strong relationship with environmental performance. The study is consistent with green recruitment and selection as a way to ensure that new talent is familiar with green policies and practices²¹, as well as environmental systems that improve the environmental behavior of employees and environmental performance. Another study, reiterated that green recruitment and selection adoption through an automated process could save energy on shipping, handling, reporting, storage, and filling tasks⁸.

Also, the r-value of 0.214** implies that green employee socialization has a significant relationship with employee retention. This indicates that the socialization of employees towards a green environment is a sine qua non to job retention. The study is in agreement

with the socialization of employees towards the green environment is a veritable tool to environmental problems. Similar, studies also attest that the socialization of employees towards a green environment builds a cordial relationship among the employees towards a green environment^{8, 22}. In the same vein, socialization of employees towards a green environment exposes employees to different aspects of environmental values which may help them to deal with different environmental issues⁸.

Table 4.9 also revealed that green ethical management with an r-value of 0.372** has a significant association with employee retention at a 5% level of significance. This connotes that evaluation of employees' environmental ethics performance is a major predictor of environmental performance and job retention. The study concurred with previous studies that green ethics management is an alternative paradigm to employee retention, environmental sustainability, and ecological performance^{15, 16, 18}.

The r-value of 0.418** also indicates that the reward system has a positive and significant relationship with employee retention at a 5% level of significance. This means that the green reward system influences and modifies employee green behavior towards a green environment which may reduce the rate of labour intention to leave. This study is in line with the studies of green reward system has a tremendous benefit in influencing staff interests towards environmental sustainability and retention¹⁹. The r-value of .516** also indicates that green health and safety management has a positive and significant relationship with employee retention at a 5% level of significance. This indicates that green health and safety management protects employees from environmental hazards. The study of environmental problems arise when the productive activities of firms' outcomes are in negative form for the environment and in the long run cause damages to employees, which also impacts the society²³. The study is also aligned with report that green health and safety management is a preventive measure that promotes environmental

sustainability and environmental behavior²⁴. The r-value of .4588** also indicates that green remote staffing has a positive and significant relationship with employee retention at a 5% level of significance. This connotes that green remote staffing is a major determinant of the environmental behavior of employees and their retention.

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

4.2.2 Presentation and Test of Hypotheses

H₀₁: Green human resources practices have no significant effect on career development opportunity among employees in selected food and beverages companies in Southwest Nigeria.

To test the null hypothesis one, PLS-Structural Equation Modelling (PLS-SEM) was adopted using the SmartPLS statistical platform version 3.3.9. The study used the PLS-algorithm's command which is appropriate for predicting effect-relationship, ran the bootstrapping to ascertain the level of significant of the prediction, and ran blindfolding to determine the predictive relevance of the structural model specified. The choice of PLS-SEM (via SmartPLS) is because it is a more advanced multivariate analytical technique which performs multiple regression, factor analysis, and provides a pictorial model of the interactions in a study with the push of one command as against running an isolated analysis using SPSS¹⁸. In addition, the SmartPLS statistical platform offers more strict and robust analysis compared with the outcomes of SPSS¹⁴.

The independent variable Green human resources practices include sub-measures such as green employee socialization, green ethical management, green health & safety, green recruitment & selection, green remote staffing, and green reward system, while dependent

variable employee retention include sub-measure such as career development opportunity and employee job satisfaction. Data from three hundred and twenty-three (323) respondents were collated for the analysis. The result of the PLS-SEM is presented in three model (see figure 4.1, 4.2, & 4.3) and a table (see table 4.10). Figure 4.1 shows the path analysis, figure 4.2 shows the t values which confirm the significance of the path analysis and figure 4.3 shows Q^2 which confirms the predictive relevance of the structural model (t value above 1.96 and Q^2 above zero confirm a statistically significant effect and that the structural model specified is relevance). Each model comprised of outer model which shows the factor loadings (correlation) of each item in relation to the latent variable and the inner model termed the structural model (predictive model) which explains the interactions between the independent (Green human resources practices) variable(s) and the dependent (career development opportunity) variable in a study. The table 4.10 provides a tabular representation of the information in figure 4.1, 4.2, and 4.3.

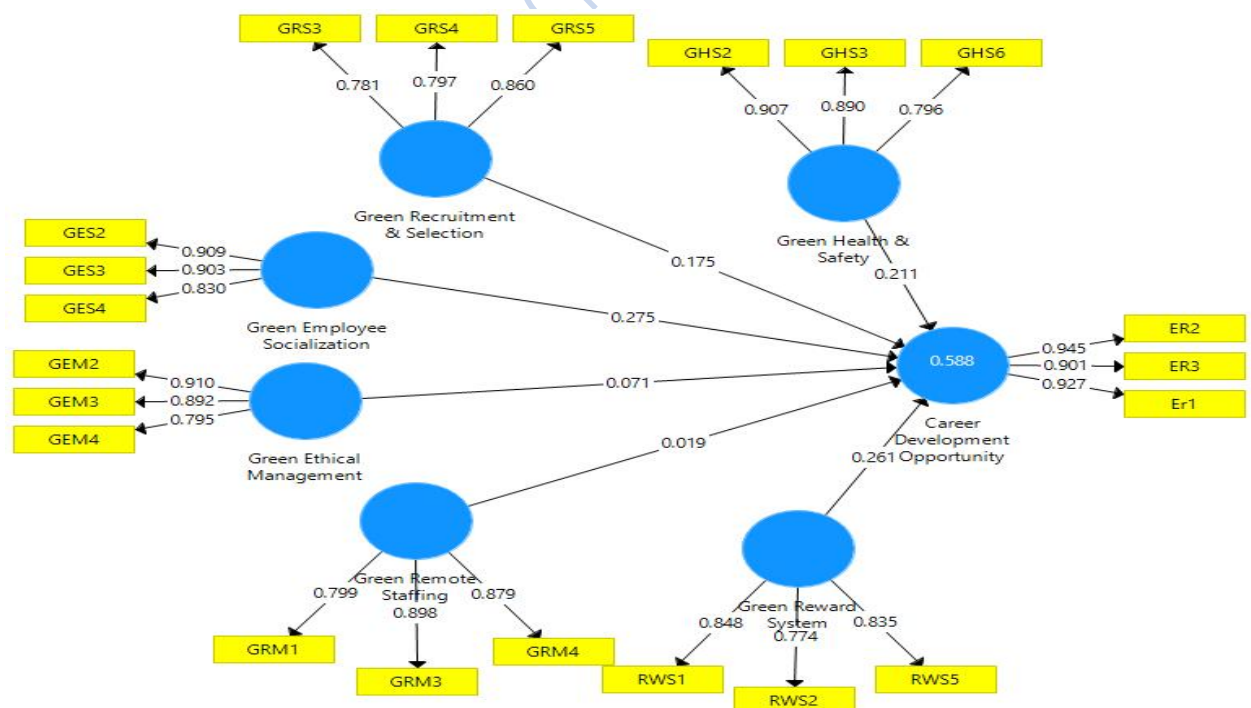


Figure 4.1: Path Analysis for Hypothesis One

Source: Researcher's Computation via SmartPLS V3.3.9

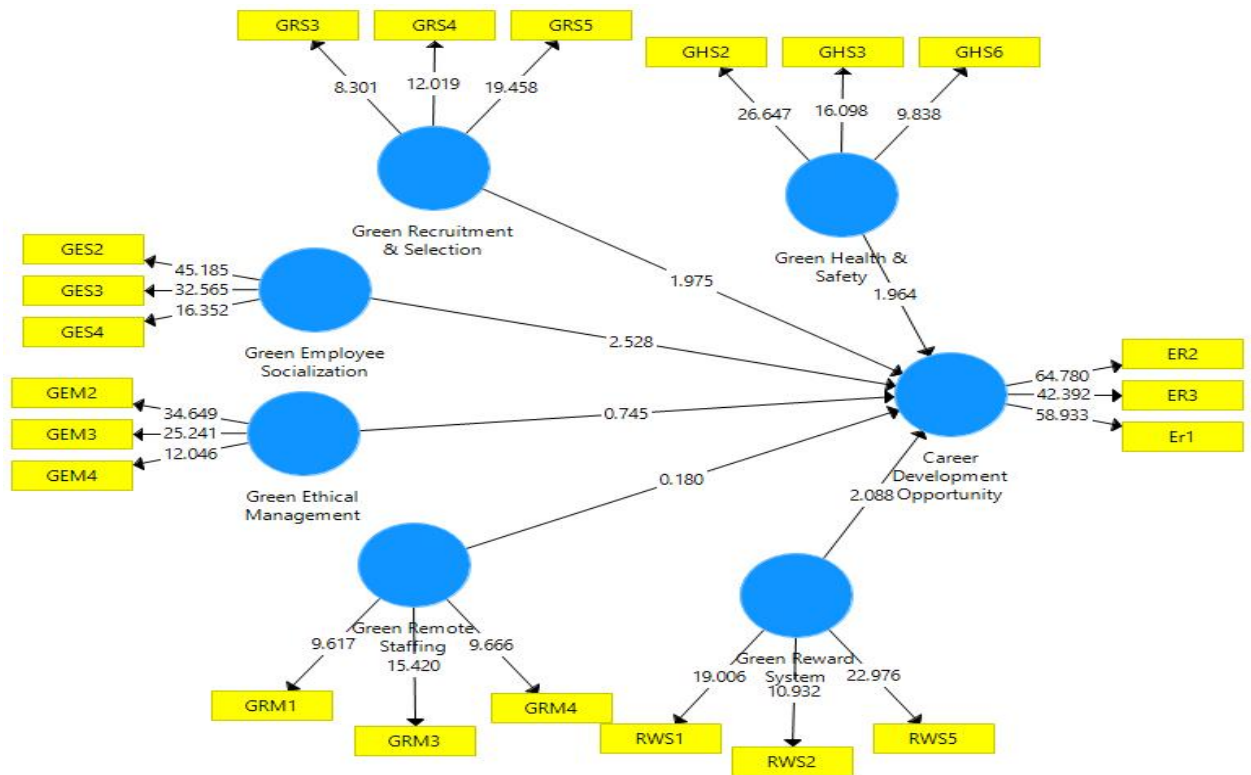


Figure 4.2: T-Statistics (Structural model) for Hypothesis One

Source: Researcher's Computation via SmartPLS V3.3.9

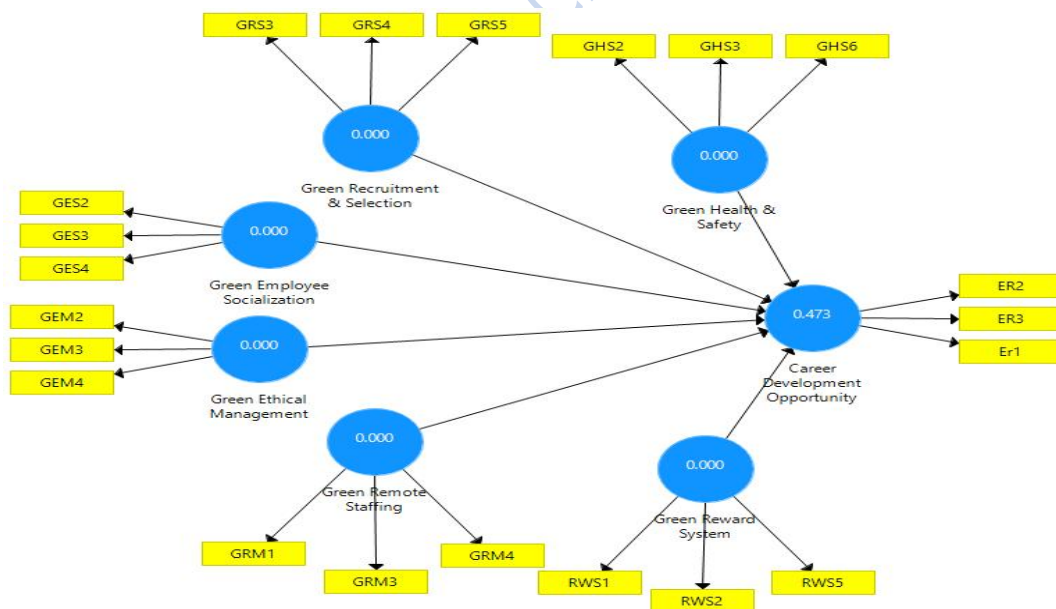


Figure 4.3: Q² Statistics for Hypothesis One

Source: Researcher's Computation via SmartPLS V3.3.9

Table 4.10: Summary of the PLS-SEM for the Effect of Green Human Resource Practices on Career Development Opportunity of Selected Food and Beverages Companies in Southwest Nigeria

Path Description	Original sample(Unstandardized Beta	t	Sig.	f ²	R ²	Adj. R ²	Sig.	Q ²
Green Employee Socialization → Career Development Opportunity	0.275	2.528	0.012	0.096				
Green Ethical Management → Career Development Opportunity	0.071	0.745	0.457	0.006	0.588	0.560	0.000	0.473
Green Health & Safety → Career Development Opportunity	0.211	1.964	0.050	0.061				
Green Recruitment & Selection → Career Development Opportunity	0.175	1.975	0.049	0.037				
Green Remote Staffing → Career Development Opportunity	0.019	0.180	0.857	0.000				
Green Reward System → Career Development Opportunity	0.261	2.088	0.037	0.083				

Source: Researcher's Result via SmartPLS Version 3.3.9 (2022)

Table 4.10 presents the results of PLS-SEM analysis for the effect of green human resources practices on career development opportunity among employees in selected food and beverages companies in Southwest Nigeria. The Adjusted R² was used to establish the predictive power of the study's model. From the results, the adjusted coefficient of determination (*Adj R²*) of 0.560 showed that green human resources practices explained 56% of the variation in career development opportunity among employees under study while the remaining 44% variation in career development opportunity is explained by other exogenous variable different from green human resources practices considered in this study and the effect is statistically significant at 95% confidence interval and p value less than 0.05. This result suggests that green human resources practices influence 56% of

the career development opportunity among employees in selected food and beverages companies in Southwest Nigeria.

The path coefficient of each Green human resources practices (green employee socialization, green ethical management, green health & safety, green recruitment & selection, green remote staffing, and green reward system,) represents the coefficient of determination (β) which shows the relative effect of each Green human resources practices on career development opportunity among employees in selected food and beverages companies in Southwest Nigeria. PLS-SEM results revealed that all Green human resources practices have positive and significant effect except for green ethical management and green remote staffing with insignificant relative effect. Specifically, the results revealed that at 95% confidence level, Green Employee Socialization ($\beta = 0.275$, $t = 2.528$), Green Health & Safety ($\beta = 0.211$, $t = 1.964$), Green Recruitment & Selection ($\beta = 0.175$, $t = 1.975$), and Green Reward System ($\beta = 0.261$, $t = 2.088$) of the selected food and beverages companies in Southwest Nigeria were statistically significant as their p-values were less than 0.05 and their t-values greater than 1.96. However, the relative effect of Green Ethical Management ($\beta = 0.071$, $t = 0.745$) and Green Remote Staffing ($\beta = 0.019$, $t = 0.180$) has a t-value below the acceptable threshold of 1.96 to suggest that the relative effect is statistically insignificant.

Further analysis indicates that taking all other independent variables at zero, a unit change in Green Employee Socialization holds potential increase of 0.275 in career development opportunity for the employees in the selected food and beverages companies in Southwest Nigeria given that all other factors are held constant. Similarly, the result shows that a unit change in Green Health & Safety will lead to a 0.211 increase in career development opportunity for the employees in the selected food and beverages companies in Southwest

Nigeria given that all other factors are held constant. Also, the result shows that a unit change in Green Recruitment & Selection will lead to a 0.175 increase in career development opportunity for the employees in the selected food and beverages companies in Southwest Nigeria given that all other factors are held constant. Lastly, the result shows that a unit change in Green Reward System will lead to a 0.261 increase in career development opportunity for the employees in the selected food and beverages companies in Southwest Nigeria given that all other factors are held constant.

Overall, from the results, Green Employee Socialization had the highest relative effect on career development opportunity for the selected food and beverages companies in Southwest Nigeria with a coefficient of 0.275 and t value of 2.528. In second place is Green Reward System with a coefficient of 0.261 and t value of 2.088. In third position is Green Health & Safety with a coefficient of 0.211 and t value of 1.964. Lastly, is Green Recruitment & Selection with a coefficient of 0.175, and t value of 1.975. The PLS-SEM offers the opportunity to detect the effect size of the predictor variables (Green human resource practices) on the outcome variable (career development opportunity) using the F-Square (f^2) statistic. Scholars provided threshold for f^2 Values of 0.02, 0.15, and 0.35, represents small, medium, and large effects respectively^{18, 20}. Table 4.10 represents the effect-size of all Green human resources practices on career development opportunity of the selected food and beverages companies in Southwest Nigeria.

The effect-size of Green Employee Socialization, Green Health & Safety, Green Recruitment & Selection, and Green Reward System were 0.096, 0.061, 0.037, and 0.083 respectively. With reference to Cohen's f^2 criterion, it is safe to say that Green Employee Socialization, Green Health & Safety, Green Recruitment & Selection, and Green Reward

System have small effect-size on career development opportunity of employee in the selected food and beverages companies in Southwest Nigeria.

Further analysis was conducted to establish the predictive relevance of the model using Stone-Gleisser Q^2 value. Scholars posit that Q^2 values of 0.02, 0.15 and 0.35 represents small, medium, and large predictive relevance. Another researcher suggested that Q^2 above zero confirm that the structural model specified is relevance²⁴. According to Table 4.10, the Q^2 value of career development opportunity of the selected food and beverages companies in Southwest, Nigeria is 0.473. Hence, green human resource practice has above large degree of predictive relevance with regards to career development opportunity of employee in the selected food and beverages companies in Southwest Nigeria. And for this reason, the structural model specified is relevant and has sufficient predictive quality. On the strength of the PLS-SEM summarized results in table 4.10 ($Adj R^2 = 0.560$, $p = 0.000$, $Q^2 = 0.473$), this study can conclude that green human resource management practices significantly affects career development opportunity of employees of the selected food and beverages companies in Southwest Nigeria hence, the study rejects the null hypothesis one (H_{01}) which states that there will no significant effect of green human resource management practices on career development opportunity of among employees in selected food and beverages companies in Southwest Nigeria.

H₀₂: Green human resources practices have no significant effect on employee satisfaction in selected food and beverages companies in Southwest Nigeria.

To test the null hypothesis two, PLS-Structural Equation Modelling (PLS-SEM) was adopted using the SmartPLS statistical platform version 3.3.9. The study used the PLS-algorithm's command which is appropriate for predicting effect-relationship, ran the bootstrapping to ascertain the level of significant of the prediction, and ran blindfolding to

determine the predictive relevance of the structural model specified. The choice of PLS-SEM (via SmartPLS) is because it is a more advanced multivariate analytical technique which performs multiple regression, factor analysis, and provides a pictorial model of the interactions in a study with the push of one command as against running an isolated analysis using SPSS^{18,25}. In addition, the SmartPLS statistical platform offers more strict and robust analysis compared with the outcomes of SPSS¹⁴.

The independent variable Green human resources practices include sub-measures such as green employee socialization, green ethical management, green health & safety, green recruitment & selection, green remote staffing, and green reward system, while employee satisfaction is the dependent variable. Data from three hundred and twenty-three (323) respondents were collated for the analysis. The result of the PLS-SEM is presented in three model (see figure 4.4, 4.5, & 4.6) and a table (see table 4.11). Figure 4.4 shows the path analysis, figure 4.5 shows the t values which confirm the significance of the path analysis and figure 4.6 shows Q^2 which confirms the predictive relevance of the structural model (t value above 1.96 and Q^2 above zero confirm a statistically significant effect and that the structural model specified is relevance). Each model comprised of outer model which shows the factor loadings (correlation) of each item in relation to the latent variable and the inner model termed the structural model (predictive model) which explains the interactions between the independent (Green human resources practices) variable(s) and the dependent (employee satisfaction) variable in the study. The table 4.11 provides a tabular representation of the information in figure 4.4, 4.5, & 4.6.

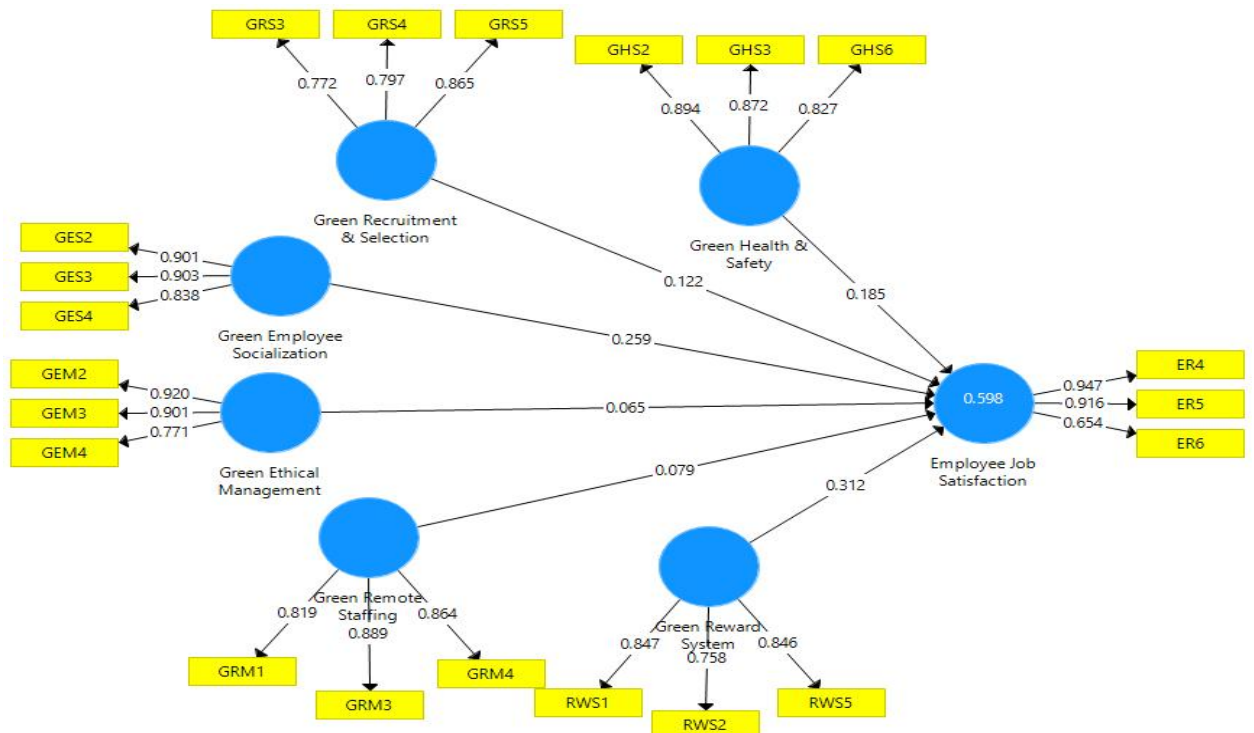


Figure 4.4: Path Analysis for Hypothesis Two

Source: Researcher's Computation via SmartPLS V3.3.9

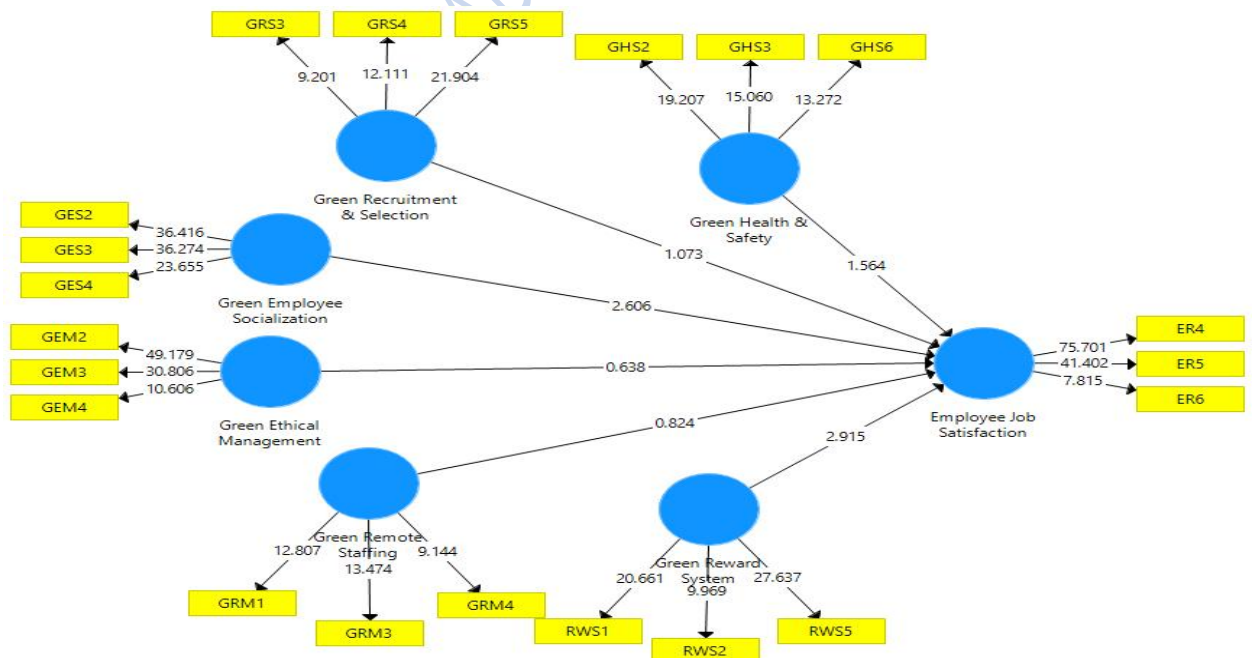


Figure 4.5: T-Statistics (structural model) for Hypothesis Two

Source: Researcher's Computation via SmartPLS V3.3.9

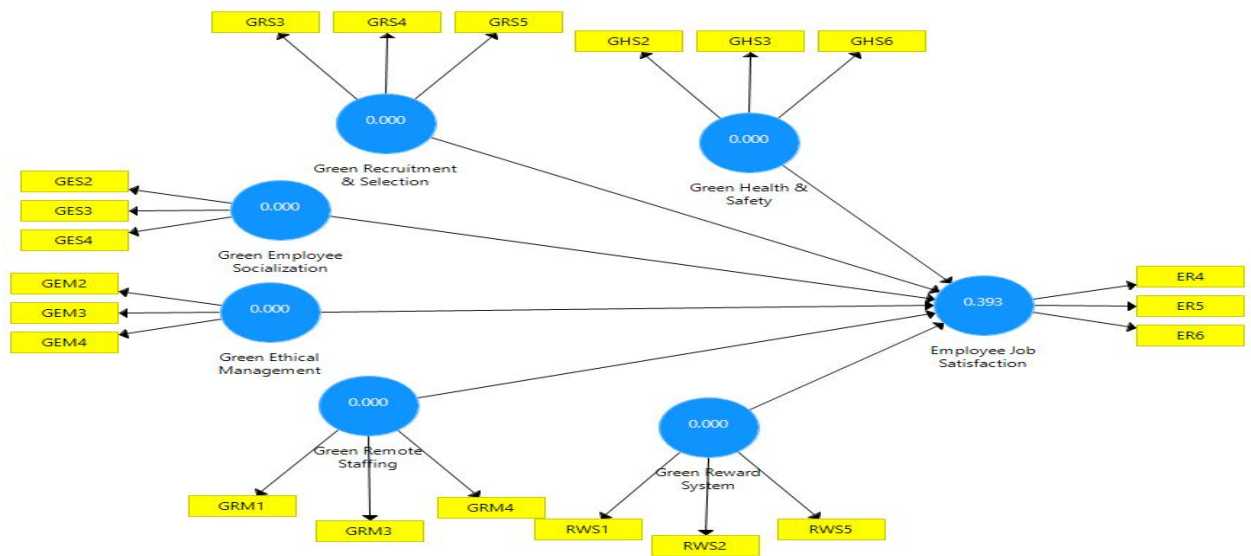


Figure 4.6: Q² Statistics for Hypothesis Two

Source: Researcher's Computation via SmartPLS V3.3.9

Table 4.11: Summary of the PLS-SEM for the Effect of Green Human Resource Management Practices on Employee Job Satisfaction of Selected Food and Beverages Companies in Southwest Nigeria

Path Description	Original sample (o) Unstandardized Beta	t	Sig.	f ²	R ²	Adj. R ²	Sig.	Q ²
Green Employee Socialization → Employee satisfaction	0.259	2.606	0.009	0.088				
Green Ethical Management → Employee satisfaction	0.065	0.638	0.524	0.005	0.598	0.571	0.000	0.393
Green Health & Safety → Employee satisfaction	0.185	1.564	0.118	0.047				
Green Recruitment & Selection → Employee satisfaction	0.122	1.073	0.284	0.018				
Green Remote Staffing → Employee satisfaction	0.079	0.824	0.410	0.007				
Green Reward System → Employee satisfaction	0.312	2.915	0.004	0.122				

Source: Researcher's Result via SmartPLS Version 3.3.9 (2022)

Table 4.11 presents the results of PLS-SEM analysis for the effect of green human resources practices on employee job satisfaction in selected food and beverages companies in Southwest Nigeria. The Adjusted R^2 was used to establish the predictive power of the study's model. From the results, the adjusted coefficient of determination ($Adj R^2$) of 0.571 showed that green human resources practices explained 57.1% of the variation in employee job satisfaction among employees under study while the remaining 42.9% variation in employee satisfaction is explained by external variables different from green human resources practices considered in this study and the effect is statistically significant at 95% confidence interval and p value less than 0.05. This result suggests that green human resources practices influence 57.1% of the employee satisfaction in selected food and beverages companies in Southwest Nigeria.

The path coefficient of each Green human resources practices (green employee socialization, green ethical management, green health & safety, green recruitment & selection, green remote staffing, and green reward system) represents the coefficient of determination (β) which shows the relative effect of each Green human resources practices on employee satisfaction in selected food and beverages companies in Southwest Nigeria. PLS-SEM results revealed that all Green human resources practices have positive and significant effect except for ethical management, green health & safety, green recruitment & selection, and green remote staffing with insignificant relative effect.

Specifically, the results revealed that at 95% confidence level, Green Employee Socialization ($\beta = 0.259$, $t = 2.606$) and Green Reward System ($\beta = 0.312$, $t = 2.915$) of the selected food and beverages companies in Southwest Nigeria were statistically significant as their p-values were less than 0.05 and their t-values greater than 1.96. However, the relative effect of Green Ethical Management ($\beta = 0.065$, $t = 0.638$), Green Health &

Safety ($\beta = 0.185$, $t = 1.564$), Green Recruitment & Selection ($\beta = 0.122$, $t = 1.073$), and Green Remote Staffing ($\beta = 0.079$, $t = 0.824$) has a t-value below the acceptable threshold of 1.96 to suggest that the relative effect is statistically insignificant.

Further analysis indicates that taking all other independent variables at zero, a unit change in Green Employee Socialization will result in increase of 0.259 in employee satisfaction in the selected food and beverages companies in Southwest Nigeria given that all other factors are held constant. Also, the result shows that a unit change in Green Reward System will lead to a 0.312 increase in employee satisfaction in the selected food and beverages companies in Southwest Nigeria given that all other factors are held constant. Overall, from the results, Green Employee Socialization had the highest relative effect on employee job satisfaction for the selected food and beverages companies in Southwest Nigeria with a coefficient of 0.259 and t value of 2.606. This is followed by Green Reward System with a coefficient of 0.312 and t value of 2.915.

The PLS-SEM offers the opportunity to detect the effect size of the predictor variables (green human resource management practices) on the outcome variable (employee satisfaction) using the F-Square (f^2) statistic. Scholars provided threshold for f^2 Values of 0.02, 0.15, and 0.35, represents small, medium, and large effects respectively^{20, 18}. Table 4.11 represents the effect-size of all Green human resources practices on employee satisfaction of the selected food and beverages companies in Southwest Nigeria. The effect-size of Green Employee Socialization and Green Reward System were 0.088 and 0.122 respectively. With reference to Cohen's f^2 criterion, it is safe to say that Green Employee Socialization and Green Reward System have small effect-size on employee job satisfaction in the selected food and beverages companies in Southwest Nigeria.

Further analysis was conducted to establish the predictive relevance of the model using Stone-Gleisser Q^2 value. Scholars posit that Q^2 values of 0.02, 0.15 and 0.35 represents small, medium, and large predictive relevance. A scholar suggested that Q^2 above zero confirm that the structural model specified is relevance²⁴. According to Table 4.11, the Q^2 value of employee job satisfaction of selected food and beverages companies in Southwest Nigeria is 0.393. Hence, green human resource practice has large degree of predictive relevance with regards to employee job satisfaction in the selected food and beverages companies in Southwest Nigeria. And for this reason, the structural model specified is relevant and has sufficient predictive quality. On the strength of the PLS-SEM summarized results in table 4.11 ($Adj R^2=0.571$, $p=0.000$, $Q^2=0.393$), this study can conclude that green human resource management practices significantly affects employee job satisfaction in the selected food and beverages companies in Southwest Nigeria hence, the study rejects the null hypothesis two (**H₀₂**) which states that there will no significant effect of green human resource management practices on employee satisfaction in selected food and beverages companies in Southwest Nigeria.

Hypothesis Three

The null hypothesis three which states that green human resource management practice have no significant effect on employee retention in selected food and beverages companies in Southwest Nigeria was tested using simple linear regression analysis. In the analysis, the value of employee retention was regressed on the values of green human resource management practice. The data for green human resource practices (independent variable) was generated by summing responses of all items (green employee socialization, green ethical management, green health & safety, green recruitment & selection, green remote staffing, and green reward system) together while that of employee retention in selected food and beverages companies in Southwest Nigeria (dependent) was generated

by adding responses of all items (career development opportunity and employee job satisfaction) used to measure the variable. The regression test results are presented in Table 4.12

Table 4.12: Summary of Regression Analysis for the Effect of Green Human Resource Management Practices on Employee Retention in selected Food and Beverages Companies in Southwest Nigeria

Green human resource management practices → Employee retention	R	.755 ^a
	R Square	.571
	Adjusted R Square	.569
	F(df)	426.864(1,321)
	Anova Sig.	0.000
	β	1.218
	t	20.661
	Sig	0.000

Source: Researcher's Result via SPSS Version 25 (2022)

Table 4.12 presents the results of the regression analysis for the effect of green human resource management practices on employee retention in selected food and beverages companies in Southwest Nigeria. Table 4.12 presents a model summary which establishes how the model equation fits into the data. The R^2 was used to establish the predictive power of the study's model. From the results in Table 4.12, green human resource practices has strong and significant relationship with employee retention in selected food and beverages companies in Southwest Nigeria ($R = 0.775$, $p < 0.05$).

The coefficient of determination (R^2) of 0.571 shows that green human resource practices predict 57.1% of the variation in employee retention while the remaining 42.9% change in productivity is predicted by other exogenous variable different from green human resource practices examined. This result suggests that green human resource management practices influence 57.1% of employee retention in selected food and beverages

companies in Southwest Nigeria. Table 4.12 presents the results of ANOVA (overall model significance) of regression test which revealed that the green human resource practices have a significant influence on employee retention in selected food and beverages companies in Southwest Nigeria. This can be explained by the F-value (426.864) and $p=0.000$ which is statistically significant at 95% confidence interval. Furthermore, the results of regression coefficients in table 4.12, revealed that at 95% confidence level, a unit change in green human resource management practices will lead to a 1.218 increase in employee retention in selected food and beverages companies in Southwest Nigeria, given that all other factors are held constant. On the strength of this result ($R^2 = 0.571$, $F(1,321)= 426.864$, $p= 0.000$), this study reject the null hypothesis three (**H₀₃**) which state that green human resource management practices has no significant influence on employee retention in selected food and beverages companies in Southwest Nigeria.

4.3 Discussion of Findings

This section presents a discussion of the findings. The discussion compares the theoretical premise discussed in literature and the findings obtained from the respondents.

Table 4.7 result shows that majority of the respondents confirmed that the level of awareness of Green HRM is very low. This implies that food and beverages companies need to make appropriate green HR policies that will provide environmental awareness training to its staff regularly on how to improve the green environment, such as reduction in waste, reduction in consumption of electric energy, high productivity, increase in product quality, and increase in revenue generation. In line with the assertion of a researcher, it was also confirmed that Green HRM policies and practices such green recruitment, green empowerment, green performance management, green participation, and green compensation are the predictors of environmental performance in terms of

reduction in waste, reduction in consumption of electric energy, high productivity, increase in product quality, and increase in revenue generation may be achieved^{1, 2}. In another study from empirical, it was established that the adaption and implementation of Green HRM practices is a major determinant of environmental performance in terms of effective and efficient utilization of resources, wastage reduction, employee job satisfaction, retention, and environmentally friendly³.

Table 4.7.1 reveals that Green recruitment and selection have started to wax stronger in the food and beverages companies' context in Nigeria. The implication of this finding is that there is still hope for the sector to promote industrial sustainability, reduce environmental threats, boost economies, and job retention. Empirically, this study is in agreement with the assertion of another researcher that institutionalizing Green recruitment and selection, as well as other green HRM practices, to improve overall organization performance and employee retention⁴. The results of a study also aligns with this current study that there is a linear relationship between more environmentally friendly awareness of Green recruitment and selection and performance⁵.

From the theoretically stand point, both the resource based theory and ability motivation opportunity (AMO) theory corroborate this present study. From a resource-based perspective, Companies must be able to develop and implement green HRM practices that motivate employees and improve their skills on environmental issues. Also, a company's performance is influenced by the recruitment, selection, socialization, and retention of talented employees⁶. The AMO theory depict three core dimensions to the green human resource practices that influence environmental performance. According to the authors, the first core dimension of AMO theory develops green knowledge in employees through green recruiting and selection, and green training. The second core dimension is to motivate employees through green appraisal and green rewards. The

third core dimension is to stimulate employee participation through green employee empowerment strategies. The theory also explained that for organization to achieve its environmental performance, effort should be made to boost the employees' ability and motivation and opportunities should be given them to participate in decision making. This implies that Green recruitment and selection is a strong predictor of Green HRM practices and employee retention⁷.

Table 4.7.2 result reveals Green employee socialization in the food and beverages companies have started socializing their staff on green management. This development is sending a green signal to environmental sustainability and job retention in the sector. Empirically, this study support a study that there is an important link between organizational socialization and overall employee performance. Another studies from a scholar shows that socialization practices, coupled with the positive behavior of new employees, are obligations that presuppose that new employees are better adapted to the work environment, providing a higher level of confidence, determination, and retention rates⁸. The study is consistent with the study of a scholar that socialization of employees towards a green environment has a strong influence on employee retention¹¹. The studies also attest that the socialization of employees towards a green environment builds a cordial relationship among the employees towards a green environment¹². In the same direction, this study reiterates that the socialization of employees towards a green environment exposes employees to different aspects of environmental values which make them to deal with different environmental issues¹. In a similar study from a researcher, established that the application of socialization of employees towards the green environment is a sine qua non to environmental sustainability and employee retention⁹. Similar studies from extant literature also confirmed that a significant relationship exists

between the socialization of employees towards green environment and environmental behavior and employee retention⁴.

Table 4.7.3 The result reveals that Green human resource practices is influenced by green ethical management in the selected food and beverages companies southwest. This implies that the evaluation of employees' environmental ethical performance is a major predictor of environmental behavior and employee retention. Empirically, the study concurred with previous studies that green ethical management is an alternative paradigm to employee retention, environmental sustainability, and ecological performance¹⁰. In a similar study from a researcher, it was also established that green ethical management has a direct relationship with environmental behavior and employee retention⁷. Green ethical management has an essential effect on employee retention.

From the theoretical point, this study is in agreement with theory of Moral Foundation which explained that morality is a system that builds from socio-cultural construct and individuals reasoning within the culture. In the same perception, it was argues that the green behavior of employees is associated with individual characteristics such as beliefs, norms and values, and socio-demographics. A study also, reiterates that GRHM practices create environmental recognition in personnel with the intention of converting their behavior to fit environmental attitudes at work and in their personal lifestyles¹².

Table 4.7.4 shows the results of Green reward system in the selected food and beverages companies southwest Nigeria. The implies that food and beverages companies rewards employee with green innovations. This means that the green reward system influences and modifies employee green behavior towards retention. Study agrees from the empirical perspectives that a green reward system has a magnificent effect on employee retention and an organization's green movement¹⁸. This study is also in line the work of a

researcher, that a green reward system has a tremendous benefit in influencing staff interests towards environmental sustainability and employee retention¹⁶. Also, the study confirmed that a green reward system has a significant influence on employee retention and environmental sustainability⁹. In the same perception, a similar study reaffirmed that green reward systems build a cordial relationship with environmental sustainability and employee retention⁷. Theoretically, this study support AMO theory which explained that company's' performance depend on its employee ability skills to participate in added value, Motivation, and providing them with career development opportunity. It will results in excessive productivity and overall performance. The theory of AMO shows that motivated employees are likely to significantly reduce or improve the company's excessive performance¹³.

Table 4.7.5 The results of Green health and safety management in the selected food and beverages companies shows that food and beverages companies are now beginning to be conscious of environmental issues which are likely to have a magnificent effect on their employee retention. This indicates that the protection of employees and society from environmental hazards leads to employee retention. The study empirically, aligned with the report from a scholar that green health and safety management is a preventive measure that promotes environmental, sustainability, and environmental behavior¹⁴. This present study is also in agreement with a researcher study that state there is relationship between healthy and safe Environment (HSE) and employee retention, Another study by a scholar also suggested that there is need to promote health and safety guidelines, which in turn increase workforce satisfaction and motivation which may lead to the retention of successful employees¹⁵.

Theoretically, this study is in line with the theory of Moral Foundation which emphasizes the safety of employees. In line with this, another scholar advocates that harm/care is bind

to the belief that human beings are naturally not to be suffered from any harm such as the use of unsafe chemicals, acid drainage, the loss of biodiversity; intensive water use, pollution from poorly disposed waste, dirt, and airborne pollution, and alcohol abuse¹⁵.

Table 4.7.6 reveals the result of Green remote staffing in the selected food and beverages companies shows that food and beverages companies are taking cognizant of their employees' protection which may encourage the organizational citizenship behavior among the workforce of that sector. This study support a study from empirical studies which explained that green remote staffing is a major determinant of the environmental behavior of employees and their retention⁷. Another scholar also, affirm that flex-time work hours had a positive relationship with overall employee performance. This current study aligns with a study from extant literature which explained that working from home (WFH) is beneficial for employee wellbeing, performance, and organizational outcomes, notably productivity, retention, and business continuity in times of disruption.

Theoretically. This study aligns with the theory of resource based theory which explained that a company gain a competitive advantage while having a pool of talent that cannot be imitated or replaced by competitors¹⁶. Also, remote staffing are likely to shape the future of WFH for workers, organizations, and employees.

Table 4.8 The study assess the level of employee retention in the Selected foods and beverages companies in Southwest, Nigeria. The results reveal from the finding is that the majority of the respondents establish that the level of employee retention in food and beverages companies is low. This study aligns with previous studies from literature assertion that the food and beverage industry are loosing over 60% of employees on yearly basis due to environmental issues¹⁷. This scenario is sending a negative signal to the sector. This indicates that if the sector failed to address the issue of retention

syndrome, it would greatly affect the sector from achieving its SDGs by 2030. Therefore, human resource management needs to pay close attention to retention strategies such as green HR policies. Theoretically, this study is in line with the submission of AMO theory which develops green knowledge in employee through green training, recruitment and selection, motivation of employee through green appraisal and green rewards and employee participation through green employee strategies may lead to overall organization performance and employee retention.

Table 4.9 Summarizes the relationship between Green HRM practices and employee retention. The result indicates that there is a positive and significant link between green recruitment and selection and employee retention. This implies that recruitment and selection of applicants through the green process have a strong relationship with environmental performance. The study is consistent with a study of a scholar that green recruitment and selection as a way to ensure that new talent is familiar with green policies and practices²¹, as well as environmental systems that improve the environmental behavior of employees and environmental performance. Another study, also support the submission of a researcher that green recruitment and selection adoption through an automated process could save energy on shipping, handling, reporting, storage, and filling tasks⁸.

Also, result reveals that Green employee socialization has a significant relationship with employee retention. This indicates that socialization of employees towards a green environment is a sine qua non to job retention. The study is in agreement with a study that socialization of employees towards the green environment is a veritable tool to environmental problems. Similar, studies also attest that the socialization of employees towards a green environment builds a cordial relationship among the employees towards a green environment^{8, 22}. In the same vein, the finding of this study have support in

empirical literature that socialization of employees towards a green environment exposes employees to different aspects of environmental values which may help them to deal with different environmental issues⁸.

The results revealed that Green ethical management has a significant association with employee retention. This connotes that evaluation of employees' environmental ethics performance is a major predictor of environmental performance and job retention. The study concurred with previous studies in literature that green ethical management is an alternative paradigm to employee retention, environmental sustainability, and ecological performance^{15, 16, 18,}

The result indicates that Green reward system has a positive and significant relationship with employee retention. This means that the green reward system influences and modifies employee green behavior towards a green environment which may reduce the rate of labour intention to leave. This present study is in line with the studies of a scholar that green reward system has a tremendous benefit in influencing staff interests towards environmental sustainability and retention¹⁹.

The results also indicates that Green health and safety management has a positive and significant relationship with employee retention. This indicates that green health and safety management protects employees from environmental hazards. The study of environmental problems arise when the productive activities of firms' outcomes are in negative form for the environment and in the long run cause damages to employees, which also impacts the society²³. The study is also aligned with a scholar report that green health and safety management is a preventive measure that promotes environmental sustainability and environmental behavior²⁴.

The results also indicates that green remote staffing has a positive and significant relationship with employee retention. This connotes that green remote staffing is a major determinant of the environmental behavior of employees and their retention.

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

Green Human Resources Practices have no Significant Effect on Career Development Opportunity among Employees in Selected Food and Beverages Companies in Southwest Nigeria.

Table 10 present the results of PLS-SEM analysis for the effect of green human resources practices on career development opportunity among employees in selected food and beverages companies in Southwest Nigeria. The adjusted coefficient of determination ($Adj R^2$) of 0.560 showed that green human resources practices explained 56% of the variation in career development opportunity among employees under study while the remaining 44% variation in career development opportunity is explained by other exogenous variable different from green human resources practices considered in this study and the effect is statistically significant at 95% confidence interval and p value less than 0.05. This result suggests that green human resources practices influence 56% of the career development opportunity among employees in selected food and beverages companies in Southwest Nigeria. The path coefficient of each Green human resources practices (green employee socialization, green ethical management, green health & safety, green recruitment & selection, green remote staffing, and green reward system,) represents the coefficient of determination (β) which shows the relative effect of each Green human resources practices on career development opportunity among employees in selected food and beverages companies in Southwest Nigeria. This implies that green HRMP are major determinants of

career development opportunity among employees. The study supports the study who established that there is a linkage between career development practices and employee retention and organization's sustainability²². This study concurs with the findings of another study that green training can help employee accelerate their career development²³. A similar study, also reaffirmed that Artificial Intelligence can be used by organizations for candidate screening, employee engagement, employee re-engagement and career development without much use of resources and thus decreasing overall environmental impact.

Green Human Resources Practices have no Significant Effect on Employee Job Satisfaction in Selected Food and Beverages Companies in Southwest Nigeria.

Table 11 present the results of PLS-SEM analysis for the effect of green human resources practices on employee job satisfaction in selected food and beverages companies in Southwest Nigeria. From the results, the adjusted coefficient of determination (*Adj R²*) of 0.571 showed that green human resources practices explained 57.1% of the variation in employee satisfaction among employees under study while the remaining 42.9% variation in employee job satisfaction is explained by external variables different from green human resources practices considered in this study and the effect is statistically significant at 95% confidence interval and p value less than 0.05. This result suggests that green human resources practices influence 57.1% of the employee job satisfaction in selected food and beverages companies in Southwest Nigeria. The path coefficient of each Green human resources practices (green employee socialization, green ethical management, green health & safety, green recruitment & selection, green remote staffing, and green reward system) represents the coefficient of determination (β) which shows the relative effect of each Green human resources practices on employee job satisfaction in selected food and beverages companies in Southwest Nigeria. This connotes that green

HRMP are strong predictors of employee job satisfaction. This study is in agreement with a study from the empirical studies that there is a positive Impact of Green Human Resource Practices on Industrial Employees' Job Satisfaction in SIPCOT, Cuddalore. This study is also in line with another study from a researcher that there is a significant relationship between career development program and employee's retention and job satisfaction. The study is in concomitance with another study that Green HRM practices is positively related to employee job satisfaction and resource efficiency. Satisfied employee are more likely to be efficient at workplace. From the point of theory, this study corroborate AMO theory which explained that Green Practice put a practical influence on Employee Green Skill and Green Awareness in the most efficient path for enhancing Employee Job Satisfaction through various dimensions.

Green Human Resource Practices have no Significant effect on Employee Retention in the Selected Foods and Beverages Companies Southwest Nigeria

Table 4.12 presents the results of the regression analysis for the effect of green human resource management practices on employee retention in selected food and beverages companies in Southwest Nigeria. The table present a model summary which establishes how the model equation fits into the data. The results reveal that green human resource management practices have a strong and significant relationship with employee retention in selected food and beverages companies in Southwest Nigeria ($R = 0.775$, $p < 0.05$). The coefficient of determination (R^2) of 0.571 shows that green human resource management practices predict 57.1% of the variation in employee retention while the remaining 42.9% change in productivity is predicted by other exogenous variable different from green human resource management practices examined. This result suggests that green human resource management practices influence 57.1% of employee retention in selected food

and beverages companies in Southwest Nigeria. This means that green HRMP are strong pillars of the environmental behavior of employees and their retention⁷.

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Chapter Five

Conclusion

This chapter presents summary of findings of the study, implication of findings, recommendation, and Conclusion, contribution to knowledge and areas for further study.

5.1 Summary of Findings

This study examines the effect of Green Human Resources Practices Components (Green Recruitment and Selection, Green Employee Socialization, Green Ethical Management, Green Reward System, Green Health and Safety and Green Remote Staffing) on the employees' retention (Career Development Opportunity and Employee Job Satisfaction) of selected food and beverages companies in Southwest Nigeria. Specifically, the study assesses the level of awareness of Green HRM practices among the staff of the selected foods and beverages companies in Southwest Nigeria, the study assess the level of employee retention in the selected food and beverages companies, examine the extent to which Green HRM practices influence career development opportunity among staff in the selected foods and beverages companies, examine the extent to which Green HRM practices influences employee job satisfaction in the selected foods and beverages companies, and determine the effect of Green HRM practices on employee retention in the selected foods and beverages companies.

A cross-sectional survey research design was employed for this study to examine the view of respondents regarding the effect of green human resource practices on employee retention in food and beverages companies. The population of this study comprised two thousand six hundred and forty-seven employees of ten selected food and beverages companies operating in the Southwest Nigeria. Sstratified random sampling technique was used to select hundred and forty seven (347) respondents as a sample for this study using solving formula. All staff members on the pay roll of the selected food and beverages companies have equal opportunity to participate in the study. The copies of the questionnaire were distributed both in person and by trained research assistants, with specific instructions on the administration process, which involved administering copies

of questionnaire to the respondents and retrieval of the copies of the questionnaire from the respondents.

The study makes use of descriptive and inferential statistics methods of data analysis. The descriptive statistics such as frequency, percentage, and mean were used to describe the characteristics of the respondents, analyse each variable and provide response to the research questions. On the other hand the inferential statistics was used to analyse the hypotheses formulated. Specifically, hypotheses one and two were analysed using Partial Least Square-Structure Equation Modelling (PLS-SEM) because it offer more robust analysis. For hypothesis three a simple regression was used to test the influence of GHRMP on employee retention.

Based on findings, the result shows that majority of the respondents confirmed that the level of awareness of Green HRM practices among the staff of the selected foods and beverages companies is very low. This implies that food and beverages companies need to make appropriate green HR policies that will provide environmental awareness training to its staff regularly on how to improve the green environment, such as reduction in waste, reduction in consumption of electric energy, high productivity, increase in product quality, and increase in revenue generation. In line with this suggestion, it was also confirmed that green HRM policies and practices such green recruitment, green empowerment, green performance management, green participation, and green compensation are the predictors of environmental performance in terms of reduction in waste, reduction in consumption of electric energy, high productivity, increase in product quality, and increase in revenue generation may be achieved. In another study, it was established that the adaption and implementation of Green HRM practices is a major determinant of environmental performance in terms of effective and efficient utilization of resources, wastage reduction, employee job satisfaction, and retention, and environmentally friendly.

Based on findings result reveals that Green recruitment and selection have started to wax stronger in the food and beverages companies' context in Nigeria. The implication of this finding is that there is still hope for the sector to promote industrial sustainability, reduce environmental threats, boost economies, and job retention. Empirically, this study is in agreement with the assertion of another researcher that institutionalizing Green recruitment and selection, as well as other green HRM practices, to improve overall organization performance and employee retention. The results of a study also aligns with this current study that there is a linear relationship between more environmentally friendly awareness of Green recruitment and selection and performance⁵.

From the theoretically stand point, both the resource based theory and ability motivation opportunity (AMO) theory corroborate this present study. From a resource-based perspective, Companies must be able to develop and implement green HRM practices that motivate employees and improve their skills on environmental issues.

Result reveals Green employee socialization has noted that food and beverages companies have started socializing their staff on green management. This development is sending a green signal to environmental sustainability and job retention in the sector. Empirically, this study support a study that there is an important link between organizational socialization and overall employee performance. Another studies from a scholar shows that socialization practices, coupled with the positive behavior of new employees, are obligations that presuppose that new employees are better adapted to the work environment, providing a higher level of confidence, determination, and retention rates. The study is consistent with the study of a scholar that socialization of employees towards a green environment has a strong influence on employee retention. The studies

also attest that the socialization of employees towards a green environment builds a cordial relationship among the employees towards a green environment.

The result reveals that Green human resource practices is influenced by green ethical management in the selected food and beverages companies southwest. This implies that the evaluation of employees' environmental ethical performance is a major predictor of environmental behavior and employee retention. Empirically, the study concurred with previous studies that green ethical management is an alternative paradigm to employee retention, environmental sustainability, and ecological performance. In a similar study from a researcher, it was also established that green ethical management has a direct relationship with environmental behavior and employee retention. Green ethical management has an essential effect on employee retention. From the theoretical point, this study is in agreement with theory of Moral Foundation which explained that morality is a system that builds from socio-cultural construct and individuals reasoning within the culture.

The finding shows the results of Green reward system awareness in the selected food and beverages companies rewards employee with green innovations. This means that the green reward system influences and modifies employee green behavior towards retention. Study agrees from the empirical perspectives that a green reward system has a magnificent effect on employee retention and an organization's green movement. This study is also in line the work of a researcher, that a green reward system has a tremendous benefit in influencing staff interests towards environmental sustainability and employee retention. Also, the study confirmed that a green reward system has a significant influence on employee retention and environmental sustainability. In the same perception, a similar study reaffirmed that green reward systems build a cordial relationship with

environmental sustainability and employee retention⁷. Theoretically, this study support AMO theory which explained that companys' performance depend on its employee ability skills to participate in added value, Motivation, and providing them with career development opportunity. It will results in excessive productivity and overall performance. The theory of AMO shows that motivated employees are likely to significantly reduce or improve the company's excessive performance.

The results of Green health and safety management in the selected food and beverages companies shows that food and beverages companies are now beginning to be conscious of environmental issues which are likely to have a magnificent effect on their employee retention. This indicates that the protection of employees and society from environmental hazards leads to employee retention. The study empirically, aligned with the report from a scholar that green health and safety management is a preventive measure that promotes environmental, sustainability, and environmental behavior. This present study is also in agreement with a researcher study that state there is relationship between healthy and safe Environment (HSE) and employee retention, Another study by a scholar also suggested that there is need to promote health and safety guidelines, which in turn increase workforce satisfaction and motivation which may lead to the retention of successful employees.

The result reveals Green remote staffing in the selected food and beverages companies shows that food and beverages companies are taking cognizant of their employees' protection which may encourage the organizational citizenship behavior among the workforce of that sector. This study support a study from empirical studies which explained that green remote staffing is a major determinant of the environmental behavior

of employees and their retention⁷. Another scholar also, affirm that flex-time work hours had a positive relationship with overall employee performance. This current study aligns with a study from extant literature which explained that working from home (WFH) is beneficial for employee wellbeing, performance, and organizational outcomes, notably productivity, retention, and business continuity in times of disruption.

The results reveal from the finding is that the majority of the respondents establish that the level of employee retention in food and beverages companies is low. This study aligns with previous studies from literature assertion that the food and beverage industry are losing over 60% of employees on yearly basis due to environmental issues¹⁷. This scenario is sending a negative signal to the sector. This indicates that if the sector failed to address the issue of retention syndrome, it would greatly affect the sector from achieving its SDGs by 2030.

Therefore, human resource management needs to play close attention to retention strategies such as green HR policies. Theoretically, this study is in line with the submission of AMO theory which develops green knowledge in employee through green training, recruitment and selection, motivation of employee through green appraisal and green rewards and employee participation through green employee strategies may lead to overall organization performance and employee retention.

The result reveals PLS-SEM analysis for the effect of green human resources practices on career development opportunity among employees in selected food and beverages companies in Southwest Nigeria. The adjusted coefficient of determination ($Adj R^2$) of 0.560 showed that green human resources practices explained 56% of the variation in career development opportunity among employees under study while the remaining 44%

variation in career development opportunity is explained by other exogenous variable different from green human resources practices considered in this study and the effect is statistically significant at 95% confidence interval and p value less than 0.05. This result suggests that green human resources practices influence 56% of the career development opportunity among employees in selected food and beverages companies in Southwest Nigeria. The path coefficient of each Green human resources practices (green employee socialization, green ethical management, green health & safety, green recruitment & selection, green remote staffing, and green reward system,) represents the coefficient of determination (β) which shows the relative effect of each Green human resources practices on career development opportunity among employees in selected food and beverages companies in Southwest Nigeria. This implies that green HRMP are major determinants of career development opportunity among employees. The study supports the study who established that there is a linkage between career development practices and employee retention and organization' sustainability. This study concurs with the findings of another study that green training can help employee accelerate their career development.

Results from the findings reveals PLS-SEM analysis for the effect of green human resources practices on employee job satisfaction in selected food and beverages companies in Southwest Nigeria. From the results, the adjusted coefficient of determination ($Adj R^2$) of 0.571 showed that green human resources practices explained 57.1% of the variation in employee satisfaction among employees under study while the remaining 42.9% variation in employee job satisfaction is explained by external variables different from green human resources practices considered in this study and the effect is statistically significant at 95% confidence interval and p value less than 0.05. This result suggests that green human resources practices influence 57.1% of the employee job

satisfaction in selected food and beverages companies in Southwest Nigeria. The path coefficient of each Green human resources practices (green employee socialization, green ethical management, green health & safety, green recruitment & selection, green remote staffing, and green reward system) represents the coefficient of determination (β) which shows the relative effect of each Green human resources practices on employee job satisfaction in selected food and beverages companies in Southwest Nigeria. This connotes that green HRMP are strong predictors of employee job satisfaction. This study is in agreement with a study from the empirical studies that there is a positive Impact of Green Human Resource Practices on Industrial Employees' Job Satisfaction in SIPCOT, Cuddalore. This study is also in line with another study from a researcher that there is a significant relationship between career development program and employee's retention and job satisfaction. The study is in concomitance with another study that Green HRM practices are positively related to employee job satisfaction and resource efficiency. Satisfied employees are more likely to be efficient at workplace.

The results of the regression analysis for the effect of green human resource management practices on employee retention in selected food and beverages companies in Southwest Nigeria. The table present a model summary which establishes how the model equation fits into the data. The results reveal that green human resource management practices have a strong and significant relationship with employee retention in selected food and beverages companies in Southwest Nigeria ($R = 0.775$, $p < 0.05$). The coefficient of determination (R^2) of 0.571 shows that green human resource management practices predict 57.1% of the variation in employee retention while the remaining 42.9% change in productivity is predicted by other exogenous variable different from green human resource management practices examined. This result suggests that green human resource

management practices influence 57.1% of employee retention in selected food and beverages companies in Southwest Nigeria. This means that green HRMP are strong pillars of the environmental behavior of employees and their retention.

5.2 Conclusion

Based on the findings, the study concluded that Green human resource practices has a positive and significant influence on employee retention in the selected foods and beverages companies southwest Nigeria. This implies that Green human resource practices are strong predictors of environmental sustainability and employee retention. Furthermore, this study also concluded that Green human resource practices components (Green recruitment and selection, Green employee socialization, Green ethical management, Green reward system, Green health and safety and Green remote staffing) has a positive and significant relationship with retention. This connotes that GHRMP are major determinant of environmental behavior of employees and their retention.

The study also revealed a positive relationship between Green human resource practices and career development opportunity among the employee of the selected foods and beverages companies. This implies that green HRMP are major determinants of career development opportunity among employees. Also the study established that Green human resource practices is statistically significant to employee job satisfaction, meaning that satisfied employee are more efficient and resourceful at workplace.

Finally, the outcome of this study is in line with the AMO theory, resource based theory and moral foundation theory revealed that employee green ability skill, motivated and encouraged to participate in decision making added value to overall organization performance and employee retention. The theory also recommends that Green human

resource practices provide organization with a competitive workforce advantage which cannot be imitated or replaced by competitors.

5.3 Recommendations

Based on findings from the study, the following recommendations were made:

- i. Management of foods and beverages companies should organize Green awareness training Program for its employees on how to improve green environment.
- ii. More emphasizes should be placed on Green criteria (automation system) to select the candidates whose environmental values fit those of the organization and the candidates who would display eco-friendly behaviors. This practice can make the company a green employer which would lead to acquisition of talented individuals.
- iii. Management should provide employees with Green ability skill, motivation and participation in decision making. This will go a long way to promote environmental behavior and retention among its workforce.
- iv. Management should provide both monetary and non-monetary rewards to its staff on the bases of environmental performance. As a result, the organizations will be able to save them from the higher turnover of the employees.
- v. Management of foods and beverages companies should be conscious of environmental hazard, and take cognizant of their employees' protection. This may encourage the organizational citizenship behavior and workforce retention.

5.4 Contribution to Knowledge

The study has contributed to the body of knowledge by identifying the diverse theories that have been used at different times to discuss the green HRM practices and employee retention. This research was able to establish the relevance and suitability of the theories proposed in this study to the findings. Three theories were reviewed in the study. They were moral foundations theory (MFT), ability, motivation and opportunity (AMO) and resource-based view theory (RBV). The theories provided the basis for explaining the possible interaction between green human resource management practices and employee retention: In the case of Resource-based, established studies created a suitable source for sustainable competitive advantage, improving the company's environmental performance and retention. The RBV promotes green recruiting and selection, green socialization, green ethical management, green reward system, green health and safety, and green remote staffing. Furthermore, AMO-Theory demonstrates that performance by individuals depends on employees' ability, motivation and opportunity. In a different research, the possibility of employees acquiring the right green know-how and skills (capability) they can achieve both monetary and non-monetary to adapt green human resources management to their retention. In line with the theory of Moral Foundations (MFT), the adoption connected the movement's moral convictions with environmental sustainability and retention. Thereby, theoretically explaining the need for a consideration of combining the theories for linking moral passions of the environmental movement to employee retention.

Secondly, this study provides an insight into green HRM practices in the food and beverages companies and clarify empirical evidences from extant literature that top management need to focus more on applying green training practices to stimulate

employee environmental commitment, career growth, voluntary displayed workplace green behavior. accordingly improve environmentally sustainable development and retention at food and beverages companies.

Thirdly, this study has contributed to the body of knowledge by developing a conceptual framework also added to the literature for a clearer understanding of the relationship between green HRM practices (Green Recruitment and Selection, Green Employee Socialization, Green Ethical Management, Green Reward System, Green Health and Safety, Green Remote Staffing) and employee retention (Career Development Opportunity, Employee Job Satisfaction) in the foods and beverages industry. This would provides a framework for the management of the foods and beverages companies for appropriate green HRM policies and programs aimed at boosting economies, promoting industrial sustainability, retaining best workforce.

Fourthly, in concepts, the study offered insight into how Green human resource practices components have been both conceptualized and operationalized from the organization perspectives. Existing literature have examined Green human resource practices as an unconventional HRM practices that allows management of food and beverages to connect and interact with employees by exploiting various aspects of enviromental issues. However, this study explored Green human resource practices concept using Green recruitment and selection, Green employee socialiazation, Green ethical management, Green reward system, Green remote staffing. These concepts were introduced to provide holistic insight into Green human resource practices and employee retention in the selected food and beverages companies was explored.

5.5 Suggested Areas for Further Research

This study evaluates the effect of green human resource management practices on employee retention in selected food and beverages companies in southwest Nigeria. The study concentrated on six green human resource management practices that included green recruitment and selection practice, green socialization practice, green ethics management practice, green reward system practice, green health and safety management practice and green remote staffing practice.

Further studies should also look at:

- i The current study investigated green HRM practices on sample drawn from only food and beverage companies in Southwest, whereas, further studies can extend the study to other sectors such as the Cement sector, Oil and Gas, etc.
- ii This study adopts cross-sectional survey research design and gathered relevant data through questionnaire. Future researcher could include longitudinal approach and other means to validate the relationship that was identified in this work.
- iii Also, the study used only questionnaires, whereas interviews can be included for further studies.
- iv The study also used only a quantitative approach, meanwhile, both qualitative and quantitative techniques can be used in future studies.
- v Further studies can include other components of HRM such as Green training and development, green employee empowerment, green communication, green performance appraisal, and green employee involvement.
- vi Geographical scope of this study was restricted to Southwest, Nigeria. The study could be replicated in other five geo-political zones in Nigeria by future researcher.

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Appendix I

Questionnaire

Department of Management and Accounting

Faculty of Environment, Management and Social Studies
Lead City University, Ibadan, Nigeria

Dear Respondents,

This questionnaire is designed to illicit information on Green Human Resource Practice and Employee Retention in Selected Food and Beverages Companies in Southwest Nigeria. Toward the success of this research exercise, your participation is hereby solicited which will involve completing the short questionnaire. All information supplied shall be treated with total confidentiality. Thank you for your time and assistance. I really appreciate your willingness to help with this important research effort.

Sincerely,

Aremu, Atinuke B

Section A: Demographic Characteristics of the Respondents

Instruction; Kindly indicated your response by ticking (✓)

1. Age: 20-30 () 31-40 () 41-50 () 51 and above ()
2. Sex: Male () Female ()
3. Marital Status: Single () Married () Divorced ()
4. Educational Qualification: Masters () Bachelor/HND () OND/NCE ()
5. Years of Experience: Below 3years () 3-5years () 6-8 years ()
9 years and above ()
6. Status on the Job: Senior () Junior ()

Section B: Instruction: Please read each statement and tick (✓) the box in the column which corresponds to the way you feel about the statements

1 = Strongly Disagree, 2= Disagree, 3 = Undecided 4 = Agree, 5= Strongly Agree

Green Recruitment and Selection Questionnaire Scale

Items (My)	1	2	3	4	5
Company always make use of online to receive application from the applicants					
Company always conduct interview virtually					
Company always recruit applicants who are “green aware’.					
Company always select applicants who use green criteria when applying for job.					
Company uses portals for onboarding documentation					

Green Employee Socialization Questionnaire Scale

Items (My)	1	2	3	4	5
Company always provide environmental training on yearly basis.					
Company always analyze environmental training need and communicate to its staff					
Company always drive at environmental management knowledge.					
Company always organize seminar and workshop on environmental issues					
Company always evaluate the performance of training program					
Company provides environmental awareness training to its staff regularly					

Green Ethics Management Questionnaire Scale

Items (My)	1	2	3	4	5
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Company evaluates environmental ethics of employee's performance.					
Company established environmental ethics information system for monitoring employee activities.					
Company always require for employee's environmental ethics performance reports.					
Company always use environmental ethics performance as indicator of performance management system.					
Company always set green environment targets for employees					
Company always monitor the environmental ethical behaviours					

Reward System Questionnaire Scale

Items (My)	1	2	3	4	5
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Company always reward employee with environmental innovative.					
Company always provide monetary and non-monetary rewards to its staff on the bases of environmental performance					
Company, employees are disciplined and responsible for environmental issues					
Company establishes environmental-friendly recognition-based reward.					
Company, environmental conscious employees are rewarded.					

Green Health and Safety Management Scale

Items (My)	1	2	3	4	5
Company is always conscious of environmental hazards.					
Company always follow environmental legal guidelines					
Company always minimizing the carbon footprint through green driving.					
Integrating personnel policies into our company's environmental performance has led to a reduction in carbon emissions					
Company always prevent environmental damage to society thru pollution, and the likes.					
Company always monitor the environmental protection activities					

Green Remote Staffing Scale

Items (My)	1	2	3	4	5

In my company, job placement is based on the environmental consciousness of the potential employees					
Company expresses certain environmental value before employees can be transferred					
Organization shows preferences for virtual meetings, conferences, and seminars.					
Company encourages people to work from home.					
Company promotes employees that have a spectrum of environmental skills.					

Employee Retention Questionnaire Scale

Career Development Opportunity

1 2 3 4 5

Items (My)

I would prefer to spend the rest of my career with this organization.

There is no plan to leave this company soon

My career is secure in this organization

This company is the best of all possible companies to work for.

Employee Job Satisfaction

My life would be disrupted if I decided to leave this company now					
I have a very strong loyalty to this company					
I would accept any responsibility in order to keep working for this company.					
Even if it was to my merit, I do not feel it would be augur well to leave this company now.					
I promote this company to my colleagues as a great company to work for					

DO NOT COPY. LEAD CITY UNIVERSITY,

i. Personal Data

Full Names: Atinuke Bukola, AREMU

Address: Plot 11, Adeosun Network Street
Awotan Apete Ibadan, Oyo state

Date and Place of Birth: 30th June, 1977 Lagos State

Nationality: Nigerian

Name and Address of Next of Kin: Adebayo AREMU, Address: Plot 11,
Adeosun Network Street Awotan Apete
Ibadan, Oyo state

i. Education Background

Schools/ Institutions Attended With Dates:

- | | | |
|------|---|-------------|
| i. | Obafemi Awolowo University, Ile- Ife (O.A.U) | 2014 - 2017 |
| ii. | University of Ado Ekiti, Ekiti State | 2000 - 2004 |
| iii. | Sonmori Comprehensive High School, Ifako - Agege, Lagos | 1989 - 1995 |
| iv. | Ayanleye Memorial Primary School, Ifako - Agege, Lagos. | 1984 - 1989 |

Academic Qualifications With Dates

- | | | |
|------|--|------|
| i. | M. Sc. Business Administration | 2017 |
| ii. | B. Sc. (Hons) Business Administration (Upper Division) | 2004 |
| iii. | G.C.E | 1997 |
| iv. | First School Leaving Certificate | 1990 |

1. Professional Certificate

- | | |
|---|------|
| Associate Business Diplomacy and Financial Management | 2021 |
| Member, International Professional Managers Association IPMA-UK | 2017 |
| Member, Certified International Professional Managers CIPM | 2017 |

2. **Institutions Attended With Qualifications**

Lead City University Ibadan	
Doctorate Degree (PhD) in Business Administration	In- view
Obafemi Awolowo University Ile – Ife Osun State,	
M. Sc. Business Administration	2017
University of Ado-Ekiti, Ekiti State	
B.Sc. Business Administration – Second Class [Upper Division]	
2004	
Sonmori Comprehensive High School, Ifako Agege Lagos State	1995
West Africa Examination Council (WAEC)	
Senior School Leaving Certificate O 'level (G.C.E)	
1997	
First School leaving Certificate	1990
iii. Work Experience With Dates	
The Polytechnic, Ibadan Sango Poly Road , Ibadan, Oyo State	2010-Date

Award and Fellowships

Award of Recognition as the Best Coordinator of the year for ND &HND Daily part Time Programme (DPP) given by National Association of Business Administration and Management Studies (NABAMS), The Polytechnic, Ibadan Chapter, 2016/2017 Session

Membership of Academic Professional Bodies

Institute of Business Diplomacy And Financial Management IBDFM	2021
Member, International Professional Managers Association IPMA - UK	2017
Member, Certified International Professional Managers CIPM	2017

Publications (If Any)

Published Articles:

Aremu, Atinuke Bukola, Lawal Lateefat Olaitan and Oladeji, Adesola Alaba
“*Parameters of Strategic Agility and Organizational Performance: An Empirical Study of Manufacturing Sector in Oyo State, Nigeria*” **American Journal of Research in Business and Social Sciences**. Vol. 2(1) 2022, Pp 1-7.

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Babatunde, B.O., **Aremu, A.B.** & Opaleye, M.A., “*Delivery Quality Service: It’s Implication on Subscribers’ Behavior and Satisfaction in Nigerian Telecommunication Industry*”. **UNIOSUN International Journal of Management Sciences**. Vol. 1, 2015, Pp 50 – 65.

CONFERENCES/WORKSHOPS ATTENDED WITH VENUES, DATES AND PAPER PRESENTED

Conferences

Aremu, A.B., Egunjobi, G.O. and Lawal L.O., *Assessment of Green Human Resource Practices in Food and Beverages Companies Southwest, Nigeria*” Paper Presented at 2022 International Conference on Digitalization and E- Learning: Engaging the Impact of Emerging Technologies on Africa’s Development. Organized by Faculty of Business and Communication Studies, The Polytechnic, Ibadan. 9th-12th August, 2022

Akinola, A.A., and **Aremu, A.B.**, “*Effects Of Service Quality Delivery On Customers’ Loyalty And Retention In The Nigerian Telecommunications Industry In Southwestern Nigeria*” Paper Presented at 4th International Conference on Innovation, Accountability and Sustainability in Governance for Competitiveness in 2020 and Beyond. Organized by Faculty of Administration Obafemi Awolowo University Ile Ife , Nigeria. September 29th– 30th, 2020.

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