

Impact of Green Human Resources Practices on Employee Job Satisfaction in Organizations

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Abstract

In a rapidly competitive global environment, accomplishing competitive advantage through an engaged workforce is the desire of organizational managers. The study adopts a survey research design with a structured questionnaire for the population of 50 employees of Coca-Cola Nigeria PLC, Owerri. The study used regression analysis for analyzing and validating data. The findings showed that there is a significant positive impact of green human resources practices indices on employee job satisfaction. The study recommends that organizations should adopt green human resources practices in hiring employees to enhance employee job satisfaction. Hence, green recruitment and selection, green performance appraisal, and green staff development all have a positive impact on the employee job satisfaction of Coca-Cola Nigeria PLC Owerri, Imo State.

Keywords: *Green human resources practices, Employee, Job satisfaction, Green staff development, Green Performance appraisal, Coca-Cola.*

Introduction

Humans need meaningful and rewarding jobs to meet the cost of survival and material needs. Moving towards sustainable business practices is more essential than ever before, because of the negative impact experienced due to the environmental changes driven by human influences and natural ecological processes. Green Human Resource Practices (GHRP) use HRM strategies to encourage sustainable use of resources within business organizations (Kumarasinghe et al, 2020). However, in large organizations, Green Human Resources Practice is a concept, that mainly refers to the environmental aspects of creating the right policy environment that will increase the level of care for the environment or reduce organizations using appropriate technology, called “Green”, which will, in turn, benefit both the employees, customers, and the organization at large extent (Vroom, 1964 in Obialor, 2020_b).

Sarasvathy (2013) posit that the green is the affirmation of life which indicates growth, fruitfulness, and spiritual rejuvenation and it is an efficient tool in operating personal and business life by eliminating wasteful spending based on habits that no longer serve our purpose. According to Obialor (2020), green human resource practices can be possible only with employee involvement. Because, for the success of the Green HRM concept, the attachment, participation, and contribution of employees are very important in the daily life of working as well as private and participation in environmental management systems has a positive effect on the environmentally responsible attitude and behavior (Obialor, 2020).

Different Green HRM practices can enlarge inspiration, willingness, and commitment to employees to contribute their efforts and ideas to the greening of their job (Obialor, 2020). According to Saks & Gruman, (2014) employees are the most important resources of each organization. How they feel about the work and the results from it have a direct impact on the organization's performance.

Employee satisfaction (ES) has been found to have significance to employee and business-level outcomes. The outcome of employee satisfaction is valuable to organizations because of its value to bottom-line outcomes (Harter et al, 2002). Consequently, employee satisfaction (ES) is among the most researched organizational concepts of the last three decades and has continued to attract interest theoretically and empirically among scholars and industry practitioners (Biro, 2013; Robbins, 1993)

Nowadays, many business owners and companies realize that employees have now become one of the most important assets of a company; their level of happiness and satisfaction directly impact their working performance and affect the company's overall performance and sustainability (Obialor, 2020_b). Companies must keep employees satisfied because it is one of the critical components of success factors towards achieving sustainable practices in organizations (Chung & Rashad, 2014). Thus, keeping the right worker is as important as keeping a customer. Business owners now try their best to keep talented employees working in their organization, hence,

Employee satisfaction as defined by (Kumarasinghe & Pallewaththa, 2020) is "*The extent to which an individual employee is happy with the job and role it plays in their life*". The extent to which employers prioritize employee satisfaction depends on the employer and the industry. Employee job satisfaction could also be understood as "*The extent to which a person's hopes, desires, and expectations about the employment he is engaged in are fulfilled.*" (Ngugem, 2016). But Vroom (1964) in Obialor (2020_b) sees the concept as a perceptual of a person or an emotional reaction towards crucial aspects of work. Weiss (1967) in Obialor et al, (2022) further stated that job satisfaction is considered as the attitude about the job and it is expressed by the perception, belief, and behavior of the worker. Similarly, Locke (1976) in Obialor et al, (2022) sees employee satisfaction as "*A pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences*". Within the scope of this study, job satisfaction is considered as the satisfaction of employees when performing the work or duties of the organization within a green environment. Employees will have a positive attitude toward their jobs if they have high job satisfaction. In the opposite view, employees with low job satisfaction will have a negative attitude towards their jobs (Renwick et al, 2008) . Employee job satisfaction is a very important factor that helps the organization know about general emotions and expectations about the workplace, job, and environment of employees (Obialor, 2020_b). The present research is designed by considering the following research questions viz. What is the relationship between Green Human Resources Practices and Employee Job Satisfaction? What is the influence of green recruitment and Selection on employee job satisfaction? To what extent has Green Performance Appraisal affected employee job satisfaction? What is the effect of green Staff development on employee job satisfaction of Coca-Cola Nigeria PLC Owerri, Imo State? Thus, fulfillment of employee's needs on the job becomes a strategic plan for not only the human resources department but also the entire organization, hence the need for this study.

Statement of the problem

Green HR practices incorporate environment-friendly HR commencement, policies, and practices for sustainable use of organizations' green culture that result in more efficiencies, less wastage, improved job-related attitude, improved work/private life, low costs, improved

employee performance, and retention which help the organization to reduce employee carbon footprints of Green HR practices in terms of flexible work schedule, electronic filing, car-sharing, job sharing, teleconferencing, virtual interviews, recycling, telecommuting, online training, energy-efficient office space among all the efficient and skilled manpower. Thus, the problem before this study is to establish the relation between Green HR practices and employee job satisfaction in the context of Coca-Cola Nigeria PLC, Owerri.

Methodology

The population size for this study is 50. Data analysis was carried out using regression analysis.

Parameters: b_0, b_1, b_2, b_3 , are estimated from the formula:

H01: ' b_1 ' = 0 i.e., Green Recruitment and Selection index ' X_1 ' has no significant relationship with Employee Job Satisfaction.

H1: ' b_1 ' = 0 i.e., Green Recruitment and Selection index ' X_1 ' has a significant relationship with Employee Job Satisfaction.

H02: ' b_2 ' = 0 i.e., Green Performance Appraisal index ' X_2 ' has no significant effect on Employee Job Satisfaction.

H2: ' b_2 ' = 0 i.e., Green Performance Appraisal index ' X_2 ' has a significant effect on Employee Job Satisfaction.

H03: ' b_3 ' = 0 i.e., Green Staff Development index X_3 has no significant impact on Employee Job Satisfaction.

H3: ' b_3 ' = 0 i.e., Green Staff Development index ' X_3 ' has a significant impact on Employee Job Satisfaction.

H04: The Green Human Resources Practices Indices (Green recruitment and selection, Green performance appraisal, and Green staff development) have no joint effect on Employee Job Satisfaction.

Thus, the estimated regression is:

$$Y = b_0 + b_1 X_1 + b_2 X_2 + b_3 X_3 \quad \text{.....Equation 1}$$

Tests of Hypotheses

The study involves two types of tests, namely, joint tests, and individual tests.

Individual Test: This test is conducted to see if each of the three Green Human Resources Practices indices significantly influences Employee Job Satisfaction. The null and alternate hypotheses are:

$$t - \text{calculated} = \frac{b_i}{S.E(b_i)} \quad i = 1, 2, 3, 4, 5 \quad \text{.....Equation 2}$$

Where S.E (b_1) = standard error of the estimated parameter, b_1 . The t-calculated is compared with the t-tab, where t-table = $t_{\alpha, (n-k)-2}$. (Equation 2).

Decision Rule: If the t-calculated is less than t-tabulated; we accept the null hypothesis (H_0) and reject the alternative hypothesis (H_1) otherwise, vice versa.

ANOVA test: This is carried out to see whether the three explanatory variables that makeup Green Human Resources Practices are jointly significant in influencing Employee Job Satisfaction.

Table 1. ANOVA to test Green Human Resources Practices are jointly significant in influencing Employee Job Satisfaction

Source of Variation	Degree of Freedom	Sum of Square	Mean square	F-ratio
Regression	$K - 1$	$RSS = \sum Y^2 - \frac{(\sum Y)^2}{n}$	$MS = \frac{RSS}{K - 1}$	$\frac{MS}{\frac{ESS}{n - k}}$
Residual (Error)	$n - k$	$ESS = \sum YTY - \frac{(\sum Y)^2}{n}$	$MS = \frac{ESS}{n - k}$	
Total	$n - k$	$TSS = \sum YTY - \frac{(\sum Y)^2}{n}$		

The test statistic is given by:

$$F_{\text{calculated}} = \frac{RMS}{EMS}$$

.....Equation 3

Where RMS = regression mean square

EMS = error mean square

$$F_{\text{critical}} = F_{\alpha} (K-1) (n-K)$$

.....Equation 4

Where, α = level of significance, $(K-1)$ = degree of freedom for regression and $(n-k)$ = degree of freedom for error (Equation 4)

Decision Rule: If $F_{\text{calculated}}$ is greater than $F_{\text{critical/tabulated}}$, i.e. $(F_{\text{cal}} > F_{\text{tab}})$ we reject the null hypothesis (H_0) and accept the alternative (H_1). But if $F_{\text{calculated}}$ is less than F_{critical} ($F_{\text{cal}} < F_{\text{tab}}$) we accept the null hypothesis and reject the alternative hypothesis.

Results

Research Question 1: What is the relationship between Green Human Resources Practices and Employee Job Satisfaction of Coca-Cola Nigeria PLC Owerri, Imo State?

Table 2: The mean responses on the relationship between Green Human Resources Practices and Employee Job Satisfaction.

S/N	Employee Job Satisfaction (Y)	SA	A	N	D
1.	Managers frequently involve employees in the process of decision-making	29	11	2	2
2.	Employees' engagement is considered an investment or cost.	27	16	5	1
3.	Organizations are always looking for new methods of work and Staff development in the organization.	22	15	3	5
4.	Employees job satisfaction is considered as a key factor in the organization.	15	25	0	8
5.	Green performance appraisal is encouraged in our organization.	21	9	4	12
6.	Employees' green performance appraisal supports the goals of the organization.	22	16	5	4

7	Green employees contribute to achieving to overall goals of the organization.	17	15	9	5
8	Green human resources practices facilitate employee growth.	10	4	13	11
9	Green Staff development is a function of Green human resources practices	25	5	5	8
10	Experiences and ideas provided by external sources are used as a tool for green practices in our environment	16	11	6	5

Criterion mean = 2.5

The result in Table 2 above shows a summary of the responses of Human Resources Practices on Employee Job Satisfaction. We can observe that the mean responses are above the 2.5 criterion mean, hence all the respondents agree that Green human resources practices facilitate employee growth and job satisfaction.

Research Question 2: What is the influence of green recruitment and Selection on employee job satisfaction of Coca-Cola Nigeria PLC Owerri, Imo State?

Table 3: The mean responses to Green Recruitment and Selection on employee job satisfaction.

S/N	Green Recruitment and Selection (X ₁)	SA	A	N	D
1.	The organization hires new employees who have the requisite skills.	11	11	4	16
2.	The organization, to improve employee growth, holds different training and seminars.	19	23	1	5
3.	The organization rewards employees after green performance.	9	7	11	14
4.	The organization encourages employee performance through green recruitment and selection	24	16	1	7
5.	Green selection promotes employees' job satisfaction in my organization.	25	21	2	1

Criterion Mean = 2.5

The result in Table 3 above shows that the responses are all positive, i.e. They fall within the acceptance area; hence we accept the question items presented above. Consequently, concludes that green selection promotes employees' job satisfaction in organizations.

Research Question 3: To what extent has Green Performance Appraisal affected employee job satisfaction of Coca-Cola Nigeria PLC Owerri, Imo State?

Table 4: The Mean responses on Green Performance Appraisal on employee job satisfaction

S/N	Green Performance Appraisal (X ₂)	SA	A	N	D
1.	Humans need meaningful appraisal and rewarding jobs to meet the cost of survival and material needs in their life	11	11	4	16
2.	Green human resources practices can be possible only with employee's involvement	19	23	1	5
3.	Employee satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job.	9	7	11	14
4.	Green performance appraisal has a direct impact on the organization's performance.	24	16	1	7

5.	Green is the affirmation of life which indicates growth, fruitfulness, and spiritual rejuvenation	25	21	2	1
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Criterion Mean = 2.5

Table 4 above shows a summary of the responses on the various ways green performance appraisal influences employee job satisfaction. The mean values point to the fact that Green is the affirmation of life which indicates growth, fruitfulness, and spiritual rejuvenation.

Research Question 4: What is the effect of green Staff development on employee job satisfaction of Coca-Cola Nigeria PLC Owerri, Imo State?

Table 5: The mean responses on Staff development on employee job satisfaction

S / N	Green Staff Development (X ₃)	SA	A	N	D	SD	Mean	Decision
1.	Green Staff	29	16	1	2	2	4.36	Positive

	a f f d e v e l o p m e n t l e a d s t o a s i g n i f i c a n t a n d s u i t a b l e a c h i e							v e
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	o t e e c o n o m i c g r o w t h b y g i v i n g h i g h e r p r i o r i t y t o e m p l o y e e							
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	d e v e l o p m e n t							
3 .	E m p l o y e e s w i l l h a v e a p o s i t i v e a t t i t u d e t o w a	6	1 7	1	1	8	2 . 9 2	P o s i t i v e

	r d t h e i r j o b s i f t h e y h a v e h i g h j o b s a t i s f a c t i o n							
4 .	E m p l o y e e s	2 2	1 8	6	2	2	4 . 2 9	P o s i t i v e

	w i t h l o w j o b s a t i s f a c t i o n w i l l h a v e a n e g a t i v e a t t i t u d e t o							
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	w a r d t h e i r j o b							
5	F u l f i l l m e n t o f e m p l o y e e , s n e e d s o n t h e j o b b	3 2	9	5	3	1	4 . 3 6	P o s i t i v e

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Criterion Mean = 2.5

A summary of the responses in Table 5 shows the responses on the effect of Green Staff development and Employee Job satisfaction. The mean values are greater than the 2.5 criterion mean, hence we conclude that employees will have a positive attitude toward their job if they have high job satisfaction.

Data Analysis

The data gathered are subjected to ordinary least square regression analysis based on the 5-point Likert scale approach. The result obtained is summarized below.

Table 6: Summary of Ordinary Least Square Estimation

Variables	Coefficients (B)	Std. error	t-statistic
(Constant)	34.584	9.147	3.781
Green Recruitment & Selection	0.059	0.155	0.382
Green Performance Appraisal	0.221	0.034	6.500
Green Staff Development	0.283	0.037	7.649

Source: SPSS Output (Appendix)

Table. 6 shows the relationship between Green Human Resources Practices indices and employee job satisfaction. It can be observed that green recruitment and selection, green performance appraisal, and green staff development have all positive and direct effects on an employee's job performance. Consequently, green recruitment and selection exerts a 5.9% influence on employees' job satisfaction meaning that given an increase in green recruitment and selection, employees' job satisfaction is affected positively to the rate of 5.9%.

Also, Green Performance Appraisal, which is one of the important variables of Green Human Resources Practices, has a 22.1% effect on employees' job satisfaction. This implies that given an increase in Green Performance Appraisal, employees' job satisfaction increased by 22.1%, all things being equal. Green staff development has a 28.3% effect on employees' job satisfaction. This represents the highest effect among the variables and implies that given an increase in green staff development, employees' job satisfaction grows by 28.3%.

The adjusted R-squared tells us the degree of fitness of the model. It is estimated at 60.5%, meaning that the Green Human Resources Practices indices used in the model account for up to

60.5% of the changes in employees' job satisfaction. This represents a modest fitness and implies that the model is feasible.

Test of Hypotheses

Table 7: Summary of the t-test

Variables	t-statistic	P-value	Decision Rule
Green Recruitment & Selection	0.382	0.704	Not Statistically significant
Green Performance Appraisal	6.500	0.010	Statistically Significant
Green Staff Development	7.649	0.0001	Statistically Significant

5% Critical Value = $t_{0.025, 50-3} = t_{0.025, 47} = 1.960$ (t-table).

H0₁: Green recruitment and selection have no significant influence on employee job satisfaction of Coca-Cola Nigeria PLC Owerri, Imo State.

Decision: Since the t-statistic is less than the t-table value (i.e., t-statistic: 0.382 and t-table: 1.960) at a 5% level of significance, we accept the null hypothesis and conclude that “Green recruitment and selection have no significant influence on employees’ job satisfaction”.

H0₂: Green performance appraisal has no significant effect on employee job satisfaction of CocaCola Nigeria PLC Owerri, Imo State.

Decision: Since the t-statistic is greater than the t-table value (i.e., t-statistic: 6.500 and t-table: 1.960) at a 5% level of significance, we reject the null hypothesis and conclude that “Green performance appraisal has a significant effect on employee job satisfaction”.

H0₃: Green Staff development has no significant effect on employee job satisfaction of CocaCola Nigeria PLC Owerri, Imo State.

Decision: The t-statistic is greater than the t-table value (t-statistic: 7.649 and t-table: 1.960) at a 5% level of significance; therefore, we reject the null hypothesis and conclude that “Green Staff development has a significant effect on employees’ job satisfaction”.

Joint Test of Significance

H0₄: The Green Human Resources Practices Indices (Green recruitment and selection, Green performance appraisal, and Green staff development) have no joint effect on Employee Job Satisfaction.

Table 8: ANOVA test for significance

Mo del	S u m o f s q u a r e s	d f	M e a n S q u a r e	F	S i g .
Re gre ssi on	5 7 . 7 4 3	3	1 9 . 2 4 8	5 . 6 9 3	0 . 0 0 6
Re sid ual	1 5 5 . 5 3 7	4 6	3 . 3 8 1		
To tal	2 1 3 . 2 8 0	4 9			

a: Dependent Variable: Employee Job Satisfaction b: Predictors (Constants), GR/S, GPA, GSD

Decision: Since the F-statistic is greater than the F-table (F-Statistic: 5.693 and F-table: 2.84) at a 5% level of significance, we reject the null hypotheses and conclude that “The Human Resources Practices indices have a joint effect on Employee Job Satisfaction”.

Test for Autocorrelation

The presence of autocorrelation renders the regression results spurious. The Durbin Watson Statistic from our analysis is 1.989. Therefore, going by the decision rule, the DW value lies within the rejection region and tends towards 2 rather than 0. This means that there is no autocorrelation in the model.

Test for Multi Collinearity

The condition index tells us the level of collinearity of the independent variables. The condition index values of 10.957, 19.003, and 19.158 show that there is moderate multi-collinearity since the Condition Index values are within the range of 10 and 20.

Discussion

The outcome of employee job satisfaction has become a major business imperative. Recent studies have asserted that employees are seeking to find meaning and fulfillment at work, and as such employees of organizations that engage in sustainability or corporate social responsibility initiatives have shown significance to the behavior and may contribute to employee satisfaction and engagement (Glavas, 2012).

Arguments put forward in this discussion are influenced by past studies and premised on the findings that have demonstrated the various effects of sustainable practices on employees' behavior and the employees' perception of its relatedness to their satisfaction and engagement. Furthermore, past proponents have argued that organizations should consider incorporating sustainability practices into other aspects of the organization, as past studies have focused mostly on the organization rather than the individual employees (Aguinis & Glavas, 2012). The study supports this assertion and proposes that corporate sustainability practices be incorporated as a strategic business imperative (Sarasvathy, 2013).

A satisfied employee is always important to an organization as he/she aims to deliver the best of their capability. Every employee wants strong career growth and work-life balance at the workplace. If an employee feels happy with their company and work, they look to give back to the company with all their efforts. The importance of job satisfaction can be seen from two perspectives, i.e. from employee and employer perspectives. For employees: job satisfaction from an employee perspective is to earn a good gross salary, have job stability, have steady career growth, get rewards and recognition, and constantly have new opportunities. For employers, job satisfaction for an employer is an important aspect of getting the best out of them. A satisfied employee always contributes more to the company, helps control attrition, and helps the company grow. Employers need to ensure a good job description to attract employees and constantly give opportunities to individuals to learn and grow (Obialor, 2020_a). Moving towards sustainable business practices is more essential than ever before, because of the negative impacts experienced due to the environmental changes. Simon & Zhuo (2018) posit that green is the affirmation of life which indicates growth, fruitfulness, and spiritual rejuvenation and it is an efficient tool in operating personal and business life by eliminating wasteful spending based on habits that no longer serve organizational purpose. Green HR practices are a buzzing issue in the current world and thus an emerging concept for a green organization. Green outcomes include the number of hours of working with natural light or a minimum number of electricity bulbs, quantity of depletion of electricity expenditure, amount of depletion of existing level of resources wastage, and level of procurement of clearly defined or identified environmental performance targets (Daily et al, 2009; King & Lenox, 2001).

Ecological Modernization Theory

Modernization theory originated from the ideas of German Sociologist Max Weber (1864-1920), in (Hajer, 1995) which provided the basis for the modernization paradigm developed by Harvard Sociologist Talcott Parsons (1902-1979). However, within a group of scholars at Free University and the Social Science Research Centre in Berlin, are Joseph Huber, Martin Janieke, & Udo, Simon and other authors who pursued similar ideas at the time. Ecological modernization theory is a school of thought in the social sciences that argues that the economy benefits from moves towards environmentalism (Hajer, 1995).

One basic assumption of ecological modernization relates to environmental re-adaptation of economic growth and industrial development. Critics argue that ecological modernization will fail to protect the environment and does nothing to alter the impulses within the capitalist economic mode of production that inevitably leads to environmental degradation. According to the theory, it is possible to promote economic growth by giving higher priority to the

environment. The capitalist system is seen as having the capacity to develop sustainable solutions to environmental problems. That capitalist drive for innovation can be harnessed to produce environmental improvements (Beveridge & Gug, 2005).

Ecological modernization theorist believes that “The environmental problems facing the world today, act as a driving force for future industrial activity and economic development” (Murphy, 2000; Siddiqui et al, 2023; Siddiqui et al., 2022. The theory, however, suggests that entrepreneurial action is the best solution to our environmental problems because this new generation of ecopreneurs is seeking to combine environmental awareness and conventional entrepreneurial activity to achieve entrepreneurial success (Anderson, 1998). Ecological Modernization theory is very significant to this study and provides the study with the capacity to develop sustainable solutions to environmental problems particularly within the study environment.

Expectancy Theory

The expectancy theory of Vroom (1964) in Singh & Singh (2012) indicates that it is not necessary for the behavior and working motivation of employees to be determined by reality, conversely, it depends on what people expect in the future. Different from Maslow, according to Vroom, he puts more attention to results without focusing on human needs. The theory of Vroom involves three basic concepts, including expectancy, instrumentality, and valence. It is said that if workers’ perception of these three concepts is positive, their motivation will increase (Singh & Singh, 2012). In other words, it is believed that employees’ efforts will get better results. Consequently, this will lead to a significant and suitable achievement of employees’ personal goals. Hence, organizations need to create green human resources environments to bring the highest satisfaction to employees.

The analysis carried out in this research work has highlighted to a very high extent human resources practices on employee job satisfaction for both the employees and the organization. 50 employees were sampled using questionnaires administered to each of the employees. The mean responses to the questionnaires distributed showed that Organizations require green recruitment and selection, green performance appraisal, and green staff development to enhance employee growth in organizations. Also, the mean responses revealed that organizations react to the human resources practices indices and opinions to encourage employees' job satisfaction.

The model coefficient revealed that green recruitment and selection, green performance appraisal, and green staff development all have a positive effect on employee job satisfaction and exert 5.9%, 22.1%, and 28.3% effects on employee job satisfaction respectively.

The hypotheses of the study were tested using the t-test and the result revealed that while green recruitment and selection have no significant influence on employee job satisfaction, both green performance appraisal and green staff development have a significant effect on employee job satisfaction. The human resources practices indices were found to have a joint effect on employees’ job satisfaction, contributing to about 60.5% of the effects on employees’ job satisfaction. The model was deemed to have a very good fit with no Autocorrelation and Multicollinearity.

Conclusion

Green is the affirmation of life which indicates growth, fruitfulness, and spiritual rejuvenation and it is an efficient tool in operating personal and business life by eliminating wasteful spending based on habits that no longer serve organizational purpose. The results of the analysis indicate that there is a significant and positive effect of human resources practices indices on employee job satisfaction. The model coefficient revealed that green recruitment

and selection, green performance appraisal, and green staff development all have a positive effect on employee job satisfaction and exert 5.9%, 22.1%, and 28.3% effects on employee job satisfaction respectively. The human resources practices indices were found to have a joint effect on employees' job satisfaction, contributing to about 60.5% of the effects on employees' job satisfaction. The model was deemed to have a very good fit with no Autocorrelation and Multicollinearity.

Recommendations

1. Organizations should adopt green human resources practices in hiring employees.
2. To enhance employee job satisfaction, organizations should employ green performance appraisal in promoting growth.
3. Organizations should organize regular green training and workshops to enhance staff development.

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